



**State of Oregon  
Department of Human Services  
Office of Child Welfare Programs**

**Annual Progress & Service Report 2017  
Covering activities from July 1, 2015 through June 30, 2016**

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## **1. General Information**

### ***Collaboration***

The following individuals provided administrative data and other information included in this report and/or reviewed drafts and provided input into the item narratives. The DHS Tribal Affairs manager authored the ICWA sections of this report. Each of the Department staff listed below contributed information, review, data, or feedback during the preparation of this annual report.

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A draft of the 2017 APSR was provided to each of the child welfare management groups and each of the child welfare advisory committees listed here and each was offered the opportunity to provide input, feedback, edits, or corrections to the draft report prior to finalization.

These partner groups will be involved in the development of the Program Improvement Plan at the conclusion of the Round 3 CFSR review process and will monitor the progress made on Department strategies and activities to improve child and family outcomes. These advisory and programmatic groups meet at regularly scheduled times and locations, some monthly, some bi-monthly, and some quarterly throughout the year.

Child Welfare District Managers

Child Welfare Program Managers

Child Welfare Office Managers

Parent Advisory Committee

Child Welfare Governance

Child Welfare Advisory Committee

Indian Child Welfare Advisory Committee

## **2. Update on Assessment of Performance**

Please see Attachment 1, the Statewide Assessment, prepared in conjunction with the Round 3 CFSR for current information on Oregon's assessment of performance.

### **3. Update on Plan for Improvement and Progress Made to Improve Outcomes**

#### ***Plan for Improvement***

Over the past year, Oregon has seen significant changes. With the high profile closure of one of Oregon's contracted foster care providers, other media attention, and several legal actions, the Department is undergoing significant change. The two, tenured senior administrators have left the agency. The search for a new child welfare director is currently underway. The Department is undergoing structural changes that will result in a single line of responsibility and authority over both child welfare program and child welfare field administration services.

Oregon is midway through the Round 3 Child and Family Services Review, having completed the self-assessment in March, 2016 and currently in month 3 of the six month self-conducted case review process.

Oregon is aware of the need for improvement and has made the decision to focus on three primary areas of child welfare practice in the state plan over the next 12 months. These primary focus areas are reflected in the revised objectives, strategies and outcome measures. The outcome measures, in large part are the measures the Department is incorporating into the Quarterly Business Review (QBR process) and the ongoing review of the CFSR case review outcome measures. The three primary areas of focus are:

- Assessing and managing safety throughout the life of the case (Please see Goal 1 for additional information.)
- Improved timeliness to permanency through data driven system analysis and improved case planning and service delivery (Please see a revised Goal 2, which incorporates the case review Well Being measures.)
- Increasing safe substitute care capacity (Please see a revised Goal 3, which focuses the statewide efforts to improve Oregon's capacity to increase both Department certified foster care resources and contracted placement resources for children with complex needs.)

Oregon will continue the work of increasing racial equity within child welfare. (Goal 4)

All of these areas of focus will be driven through a continuous quality improvement lens, in order to both understand the root causes of needed system improvements and to sustain lasting change in child welfare outcomes for children and families. (Goal 5)

#### ***Goals, Objectives, Interventions***

**Goal 1: Safety: Children in Oregon who come to the attention of child welfare will be protected from abuse and neglect and will be safely maintained in their homes, whenever possible and appropriate.**

**Objective 1:** Implement case practice improvements regarding safety planning during the CPS process.

**Key Activities:**

1. Conduct screening fidelity reviews in every District (including both calls assigned and those closed at screening).  
Projected Completion Date: December 31, 2017
2. Conduct OSM/DR child protective services fidelity reviews in every District  
Projected Completion Date: December 31, 2017
3. Develop and provide CPS assessment documentation training with an emphasis on maximizing efficiency, efficacy and support of OSM/DR model for every District  
Projected Completion Date: March 1, 2017
4. Maintain a Sensitive Issue Review (SIR) process that requires staffing every SI submitted, conduct case/file reviews as appropriate and continue to track follow up and trend analysis.  
Projected Completion Date: Ongoing

**Objective 2:** Implement case practice improvements regarding safety planning throughout the life of the case after the CPS assessment.

**Key Activities:**

1. Implement the practice of group supervision throughout the state to advance the collective understanding of safety threat management and other key concepts of OSM.  
Projected Completion Date: March 2017
2. Consultant will participate in case transfer from CPS to permanency unit staff with additional focus on conditions for return and ongoing safety planning as a component of the local training strategy. Time limited  
Projected Completion Date: July 2017
3. Consultants providing field observation and follow up with new staff within 90 days of completion of CORE training.  
Projected Completion Date: Ongoing

**Objective 3:** Promote a consistent application of the OSM between child welfare and judicial system partners to support decisions to enhance safety and effective service planning and delivery.

**Key Activities:**



1. Develop and deliver regional ‘OSM Legal Crosswalk’ trainings to District Management staff and legal system partners.  
Projected Completion Date: May, 2017
  
2. In collaboration with JCIP staff develop training curriculum to sustain consistent application of OSM for newly appointed juvenile court judges.  
Projected Completion Date: October, 2017

**Progress Measures and Benchmarks:**

Oregon has identified the following measures and benchmarks for this goal. These measures will be monitored at least quarterly at the child welfare Quarterly Business Review (QBR) and during the regularly scheduled OCWP and field management meetings.

1. Timeliness to 1<sup>st</sup> contact ROM CPS. 03

<b>Outcome:</b>	1 Timeliness of Investigation					
<b>Program Indicator:</b>						
<b>Program population</b>	Accepted reports for CPS Traditional or Alternative Response Assessments with an initial child contact or attempted contact within 24 hours or 5 days Source: ROM Report CPS03 Time to Initial Contact					
<b>Calculation</b>	Operational Definition of Measure: Percent of reports referred for Investigation that had an initial child contact or attempted contact within the required response time (24 hours or within 5 days) of receiving the report. Counts are based on a family case (not individual child) Cases are counted in the ROM Report Period when the CPS report was received. Required response time – Each report is assigned one of two types of response times (“within 24 hours” or “within 5 days) depending on the urgency of the report as stated in agency policy” Calculation: Numerator: (Of the denominator) Number of cases where the child contact or attempted contact was made within the required response time of report received date Divided by Denominator: Number of CPS reports accepted.					
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>CW QRB Target: XXX</b>		
	<85%	≥85% and <95%	≥ 95%	Tier 2 Owner: xxxxxx		
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b># of Initial Contact/ Attempted Contact</b>	<b># of Accepted Reports</b>	<b>Percent with Initial Contact/ Attempted Contact</b>	<b>Outcome Color</b>	<b>ROM Update Date</b>
QBR 2015_Q2	1/1/2015 to 3/31/2015	4,830	7,987	60%	Red	6/9/2016
QBR 2015_Q3	4/1/2015 to 6/30/2015	5,180	8,389	61.7%	Red	6/9/2016
QBR 2015_Q4	7/1/2015 to 9/30/2015	4,585	7,742	59.2%	Red	6/9/2016
QBR 2016_Q1	10/1/2015 to 12/31/2015	4,852	8,305	58.4%	Red	6/9/2016
QBR 2016_Q2	1/1/2016 to 3/31/2016	5,369	9,450	56.8%	Red	7/7/2016

## 2. Timeliness of assessment completion, ROM CPS. 02

Outcome:	09 Timeliness of Assessment Completion					
Program Indicator:	Percent of investigation reports completed within policy timelines (30/45days).					
Calculation						
Program population	Percent/Count of CPS assessments completed on time from report received date over time; Source: ROM Report CPS.02 Traditional Response and Alternative Response completed within required time-of those due					
Calculation	<p><b>Operational Definition of Measure:</b> Percent of accepted reports for CPS investigations that reached the investigation due date according to agency policy that were completed within the required time period of 30-45 days for completing the investigation (extensions included).</p> <p><b>Report</b> – This measure is by "report" not individual child. Since there can be multiple allegations and conclusions (findings) for multiple children in a report, all children in the report must have a conclusion (finding) for the report to be reported as concluded.</p> <p><b>Completed Report</b> – a report is only completed when every child named in the report has an investigation completed date.</p> <p><b>Calculation:</b> Numerator: (Of the denominator) Number of investigations completed within required time period of receiving report, Divided By Denominator: Number of CPS reports that reached the investigation due date according to agency policy</p>					
Outcome Range	Red	Yellow	Green	CW QRB Target: xxx		
	<70%	≥70% and <90%	≥90%	Tier 2 Owner: xxxxxx		
Period	Administrative Data					
QBR Reporting Period	Date of Source Data	# of Investigations completed within 30-45 days	Total # of Completed Investigations	Percent Completed Timely (within 30/45 Days)	Outcome Color	ROM Update Date
QBR 2015_Q2	1/1/2015 to 3/31/2015	1,495	7,319	20.4%	Red	6/9/2016
QBR 2015_Q3	4/1/2015 to 6/30/2015	1,449	7,542	19.2%	Red	6/9/2016
QBR 2015_Q4	7/1/2015 to 9/30/2015	1,366	6,697	20.4%	Red	6/9/2016
QBR 2016_Q1	10/1/2015 to 12/31/2015	1,439	7,214	19.9%	Red	6/9/2016
QBR 2016_Q1	1/1/2016 to 3/31/2016	1,253	6,441	19.5%	Red	7/7/2016

The Department made an intentional decision to provide extra resources to local offices to reduce the number of overdue assessments statewide, with a goal of eliminating all overdue assessments by August, 2016. Each District developed a strategic plan and measurable strategies, timelines and accountability measures to track the progress. The Department provided additional supports such as authorizing overtime, hiring temporary staff to complete ancillary tasks, increased consultation to new workers, coaching on effective writing and consultation on difficult assessments. Weekly statistical updates were provided to each manager to track progress. In January, 2016 the Department had 10,243 open assessments, 59% of which were overdue. By the end of June, there were 7,635 open assessments, 37% of which were overdue.

The provision of additional consultation and coaching is expected to increase worker skill overall. In addition, more structure and support for the CPS workers, ongoing coaching and supervision, smaller supervisor to worker ratios in the CPS units, and weekly progress reports are all expected to sustain the completion of timely assessments.

## 3. Safety in Foster Care SA.01

<b>Outcome:</b>	O2 Safety in Foster Care						
<b>Program Indicat</b>							
<b>Calculation specifications:</b>							
<b>Program popula</b>	Of all children in foster care during a 12-month target period, what is the rate of victimization per 100,000 days of foster care? Source: ROM Report SA.01 (Fed) Maltreatment in Foster Care, Rate of Victimization per 100,000 Days						
<b>Calculation</b>	<p><b>Operational Definition of Measure:</b> Of all children in foster care during a 12 month target period, what is the rate of victimization per 100,000 days of foster care?</p> <p><b>Rolling 12-Month Target Period</b> – The target period is the “Rolling 12 Month Period” that ended on the “Report Period End” date (see graphic below).</p> <p><b>Count of Substantiated or Indicated Reports</b> – Count of substantiated or indicated reports during the “Rolling 12-Month Period” where the report received date was during the time the child was in a foster care episode lasting 8 or more days (time in trial home visit is included) minus substantiated or indicated reports where the child was the age 18 or more at the time of the report; the incident date of the report occurred outside of the removal episode (even if the report date is within the episode); or the report occurred within the first 7 days of removal.</p> <p><b>Count of Days</b> – Total of days in foster care (including days in trial home visit) minus days: the child was age 18 or over; days in foster care episodes lasting less than 8 days</p> <p><b>Unit of Analysis:</b> A child</p> <p><b>Calculation / Count: Numerator:</b> Of children counted in the denominator, total number of substantiated or indicated reports of maltreatment (by any perpetrator) during any foster care episode within the “Rolling 12-Month Period.” <b>Divided By Denominator:</b> Of children in foster care during a 12-month period, the total number of days those children were in foster care during the “Rolling 12-Month Period.” <b>Times</b></p>						
<b>Outome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>			<b>Target: 8.04 per 100,000</b>	
	>12.0	>8.5 and ≤ 12.0	≤8.5			<b>T2 Owner: xxxxxx</b>	
<b>Period</b>	<b>Administrative Data</b>						
<b>QBR Reporting Period</b>	<b>Rolling 12 Month Period</b>	<b>Count</b>	<b>Reports</b>	<b>Days</b>	<b>Rate</b>	<b>Outcome Color</b>	<b>ROM Update Date</b>
<b>QBR 2015_Q2</b>	4/1/2014 - 3/31/2015	11,056	421	2,615,551	16.1	Red	6/9/2016
<b>QBR 2015_Q3</b>	7/1/2014 - 6/30/2015	11,003	392	2,601,515	15.1	Red	6/9/2016
<b>QBR 2015_Q4</b>	10/1/2014 - 9/30/2015	10,924	368	2,538,939	14.2	Red	6/9/2016
<b>QBR 2016_Q1</b>	1/1/2015 - 12/31/2015	10,761	358	2,586,091	13.8	Red	6/9/2016
<b>QBR 2016_Q2</b>	4/1/2015 - 3/31/2016	10,757	322	2,576,723	12.5	Red	7/7/2016

4. Re-abuse SA.02

<b>Outcome:</b>	03 Re-abuse						
<b>Program Indicator:</b>							
<b>Calculation specifications:</b>							
<b>Program population</b>	Of all children who were victims of a substantiated or indicated report of maltreatment during a 12-month target period, what percent were victims of another substantiated or indicated maltreatment allegation within 12 months of their initial report? Source: ROM Report SA.02 (Fed) Recurrence of Maltreatment 12 months from 1st Victimization						
<b>Calculation</b>	<p>ROM Operational Definition: Of all children who were victims of a substantiated or indicated report of maltreatment during a 12 month target period, what percent were victims of another substantiated or indicated maltreatment allegation within 12 months of their initial report?</p> <p><b>12-Month Target Period</b> - The first 12 months of the 2 year measurement period ending in the reporting period (see graphic below).</p> <p><b>Report Dates</b> - The report date (received) will be used to determine if a child is counted in the 12-month target period (regardless disposition date), and is used to determine whether maltreatment recurrence occurred within 12 months.</p> <p><b>Excluded Subsequent Reports</b> - Subsequent reports will not be counted as a recurrence if the subsequent report of maltreatment was within 14 days of the earlier report or if it has the same incident date (if provided) as the earlier report.</p> <p><b>Youth 18 Years Excluded</b> - Reports of youth age 18 or more are excluded from the calculation of the indicator.</p> <p><b>Unit of Analysis:</b> A child</p> <p><b>Calculation / Count: Numerator:</b> Of children counted in the denominator, total children that had another substantiated or indicated report of maltreatment within 12 months of their initial report <b>Divided By Denominator:</b> Number of children with at least one substantiated or indicated report of maltreatment in a rolling 12-month target period.</p>						
<b>Outcome Range</b>	Red	Yellow	Green	Target	T2 Owner: xxxxxx		
	>13%	>9.1% and ≤13%	≤9.1%	9.0%			
<b>Period</b>	<b>Administrative Data</b>						
<b>QBR reporting period</b>	<b>Period of Abuse</b>	<b>Reabuse thru</b>	<b>Total Child Victims</b>	<b>Recurrence</b>	<b>Percent Reabused</b>	<b>Outcome Color</b>	<b>ROM Update Date</b>
QBR 2015_Q2	4/1/2013 to 3/31/2014	3/31/2015	9,759	852	8.7%	Green	6/9/2016
QBR 2015_Q3	7/1/2013 to 6/30/2014	6/30/2015	9,927	930	9.4%	Yellow	6/9/2016
QBR 2015_Q4	10/1/2013 to 9/30/2014	9/30/2015	10,019	966	9.6%	Yellow	6/9/2016
QBR 2016_Q1	1/1/2014 to 12/31/2014	12/31/2015	10,477	1,014	9.7%	Yellow	6/9/2016
QBR 2016_Q2	4/1/2014 to 3/31/2015	3/3/2016	10,546	1,042	9.9%	Yellow	7/7/2016

5. Re-entry PA. 04

<b>Outcome:</b>	<b>04 Re-entry</b>					
<b>Program Indicator:</b>						
<b>specifications:</b>						
<b>Program population</b>	Of all children who enter foster care in a 12-month target period and discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-entered foster care within 12 months of discharge? Source: ROM Report PA.04 (Fed) Re-Entry into Foster Care					
<b>Calculation</b>	<p><b>Operational Definition of Measure:</b> Of all children who enter foster care in a 12 month target period and discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-entered foster care within 12 months of discharge</p> <p><b>12 Month Target Period</b> - The 12 month target period is the first 12 months of the 3 year measurement period presented in rolling 12 month periods; Uses the same entry cohort as is used by the Permanency in 12 months measure; <b>Children Included</b> - Children who entered foster care in the 12 month target period (see graphic below) and discharged to a) reunification with parents or primary caretakers, b) living with other relative(s), or c) guardianship. Excluded are children who entered foster care at or after age 18; or were in a foster care episode lasting less than 8 days; <b>Trial Home Adjustment</b> - The time in trial home visits exceeding 30 days is subtracted from the length of stay in foster care if the child discharges to reunification or other relative (same are previous CFSR Round 2 definition); <b>Companion Measure</b> - PA.4 Re-entry and PA.1 Permanency in 12 months of Entry are deemed companion measures (each affecting the other) with both indicators based on the same entry cohort</p> <p><b>Unit of Analysis:</b> A child removal episode (with multiple removal episodes a child can be counted more than once)</p> <p><b>Calculation / Count:</b> <b>Numerator:</b> (Of children counted in the denominator) children who re-entered foster care within 12 months of their discharge from foster care <b>Divided By Denominator:</b> Number of children who entered foster care in a 12month period and discharged or Trial Home Visit adjustment date is within 12 months to reunification, living with other relative or guardianship</p>					
<b>Outcome Colors</b>	<b>RED</b>	<b>Yellow</b>	<b>Green</b>	<b>Target</b>		
	>12.0%	>8.3% and ≤12.0%	≤8.3%	8.3%	<b>Tier 2 Owner: zzzzzz</b>	
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR Reporting Period</b>	<b>Period</b>	<b>Re-Entries within 12 months of</b>	<b>Total Discharges from Foster Care 12 months prior to Period</b>	<b>Percent of children re-entering within 12 months of Discharge</b>	<b>Outcome Color</b>	<b>Run Date</b>
<b>QBR 2015_Q2</b>	1/1/2015 to 3/31/2015	175	1580	11.1%	Yellow	6/9/2016
<b>QBR 2015_Q3</b>	4/1/2015 to 6/30/2015	173	1563	11.1%	Yellow	6/9/2016
<b>QBR 2015_Q4</b>	7/1/2015 to 9/30/2015	171	1545	11.1%	Yellow	6/9/2016
<b>QBR 2016_Q1</b>	10/01/2015 to 12/31/2015	171	1476	11.6%	Yellow	6/9/2016
<b>QBR 2016_Q1</b>	1/1/2016 to 3/31/2016	182	1445	12.6%	Red	7/7/2016

6. Children safely maintained with their parents\*

<b>Outcome:</b>	<b>14 Child Safely Maintained with Parents</b>			
<b>Program Indicator:</b>				
<b>Program population</b>	<p><b>1. % In Home that Exit to Intact Family Closure –</b>  <i>- Denominator</i> - Children who exit an in-home episode with in the quarter. If a child has multiple exits we use the most recent exit in the quarter results. <i>- Numerator</i> - Children who are discharged to an intact family home. <i>- Measure</i> - % of children exiting In Home who are discharged to an intact family home</p> <p><b>2. % In Home NOT experiencing Abuse</b>  <i>- Denominator</i> - Total served Children in home at least 1 day in the Quarter <i>- Numerator</i>- Number of children that were not a victim of abuse while served in home in the quarter. <i>- Measure</i> -% of total served in home that were not a victim of abuse while served in home.</p> <p><b>3. % of Successful Trial Home Visits</b>  <i>- Denominator</i> - Children exiting a trial reunification within the quarter. If the child has multiple exits from Trial Home visit the most recent exit is used. <i>- Numerator</i> - Children who exited trial reunification who did not return to foster care. <i>- Measure</i> - % of children who exited trial reunification And did not return to foster care..</p> <p><b>4. % Trial Home visit NOT experiencing abuse</b>  <i>- Denominator</i> - Total Served children who were in Trial reunification for at least 1 day in the quarter. <i>- Numerator</i> - Children served in trial reunification who were not a victim of abuse while in trial reunification. <i>- Measure</i> - % of children in trial reunification who were not victims of abuse while in trial reunification.</p>			
<b>Calculation</b>	Applies weighting based on the denominators of all four individual measures, then calculates a composite outcome based on the percent of target met and the weighting. See Calc Tab of worksheet.			
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Target: 100%</b>
	< 80%	≥ 80% and < 95%	>=95%	<b>Tier 2 Owner: XXXXXXXXXXXX</b>
<b>Period</b>	<b>Administrative Data</b>			
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Percent Met</b>	<b>Outcome Color</b>	<b>Source Update</b>
QBR 2015_Q2	1/1/2015 - 3/31/2015	98.7%	Green	6/21/2016
QBR 2015_Q3	4/1/2015 - 6/30/2015	99.2%	Green	6/21/2016
QBR 2015_Q4	7/1/2015 - 9/30/2015	98.7%	Green	6/21/2016
QBR 2016_Q1	10/1/2015 - 12/31/2015	98.6%	Green	6/21/2016
QBR 2016_Q2	1/1/2016 - 3/31/2016	98.3%	Green	7/12/2016

\*This data is preliminary including in home data sources that are still in test on the ROM Test server.

\*The Outcome Range is based off a Target of 95 % for all of the measures at this time, and Oregon will continue to test this methodology during the coming year.

\*The measure is an aggregate % that applies weighting based on the denominators of all four individual measures, then calculates a composite outcome based on the percent of target met and the weighting. The four measures are:

1. % In Home that Exit to Intact Family Closure –
  - Denominator - Children who exit an in-home episode with in the quarter. If a child has multiple exits we use the most recent exit in the quarter results.
  - Numerator - Children who are discharged to an intact family home.
  - Measure - % of children exiting In Home who are discharged to an intact family home

2. % In Home NOT experiencing Abuse

- Denominator –Total served Children in home at least 1 day in the Quarter
- Numerator - Number of children that were not a victim of abuse while served in home in the quarter.
- Measure - % of total served in home that were not a victim of abuse while served in home.

3. % of Successful Trial Home Visits

- Denominator - Children exiting a trial reunification within the quarter. If the child has multiple exits from Trial Home visit the most recent exit is used.
- Numerator - Children who exited trial reunification who did not return to foster care.
- Measure - % of children who exited trial reunification and did not return to foster care.

4. % Trial Home visit NOT experiencing abuse

- Denominator - Total Served children who were in Trial reunification for at least 1 day in the quarter.
- Numerator - Children served in trial reunification who were not a victim of abuse while in trial reunification.
- Measure - % of children in trial reunification who were not victims of abuse while in trial reunification.

\* All data sets exclude children in the custody of either a Tribe or Juvenile Justice.

7. CFSR Case Reviews: Safety 1 and Safety 2 The case review measures are a composite measure of the CFSR outcomes and will be reported on a rolling calendar year.

Outcome:	Safety Strategy					
Program Indicator:						
Program population	Safety Outcome 1: Timeliness to investigation Item 1: Was the investigation timely					
Calculation	Rolling 12 months reported quarterly. Denominator is Number Applied (surveyed?) for Item 12; Numerator is Number Rated as a Strength for Item 12.					
Outcome Range	Red	Yellow	Green			
CW QRB Target: XXXX	< 80%	≥ 80% and < 95%	≥ 95%	Tier 2 Owner: XXXXXXXXXXXX		
Period	Administrative Data					
QBR reporting period	Date of Source Data	Number Applied	Number Rated as Strength	Percent Rated as Strength	Outcome Color	Data Source Update Date
QBR 2015_Q2	4/1/2014 to 3/31/2015	22	13	59.1%	Red	4/15/2015
QBR 2015_Q3	7/1/2014 to 6/30/2015	43	31	72.1%	Red	7/15/2015
QBR 2015_Q4	10/1/2014 to 9/30/2015	69	45	65.2%	Red	10/15/2015
QBR 2016_Q1	1/1/2015 to 12/31/2015	85	56	65.9%	Red	1/15/2016
QBR 2016_Q2	4/1/2015 to 3/31/2016	71	50	70.4%	Red	4/15/2016

Outcome:	Safety Strategy					
Program Indicator:						
Program population	Safety 2: Children are safely maintained in their homes whenever possible and appropriate Item 2- Services to Prevent Removal Item 3- Risk and Safety Management					
Calculation	Rolling 12 months reported quarterly. Denominator is Number Applied for Items 2 and 3; Numerator is Number Rated as a Strength for Items 2 and 3.					
Outcome Range	Red	Yellow	Green			
CW QRB Target: XXXX	< 80%	≥ 80% and < 95%	≥ 95%	Tier 2 Owner: XXXXXXXXXXXX		
Period	Administrative Data					
QBR reporting period	Date of Source Data	Number Applied	Number Rated as Strength	Percent Rated as Strength	Outcome Color	Data Source Update Date
QBR 2015_Q2	4/1/2014 to 3/31/2015	267	252	94.4%	Yellow	4/15/2015
QBR 2015_Q3	7/1/2014 to 6/30/2015	257	239	93.0%	Yellow	7/15/2015
QBR 2015_Q4	10/1/2014 to 9/30/2015	270	240	88.9%	Yellow	10/15/2015
QBR 2016_Q1	1/1/2015 to 12/31/2015	269	229	85.1%	Yellow	1/15/2016
QBR 2016_Q2	4/1/2015 to 3/31/2016	244	197	80.7%	Yellow	4/15/2016



**Goal 2: Permanency: Children in Oregon have permanency and stability in their living situations, family and sibling connections are preserved during the course of a child welfare intervention in the family, children achieve timely permanency, and children's well being needs are met while in substitute care.**

**Objective 1:** Implement case practice improvements through data informed, branch specific strategic plans to improve relative placements, sibling placements, placement stability and timeliness to reunification, adoption, and guardianship.

**Key Activities:**

1. Train all consultants, Central Office, District and Program Managers in conducting and completing root cause analysis.  
Projected Completion Date: July 2017
2. Through the use of ROM and JCIP data, develop local strategic plans to improve performance in relative placement, sibling placement, and timeliness to reunification, adoption or guardianship using consultant involvement with branch leadership and community partners, when appropriate.  
Projected Completion Date: August, 2016
3. Develop a routine schedule (at least quarterly) of review the strategic plans developed in activity 3 to monitor progress on the strategic plans and make modifications as needed.  
Projected Completion Date: Ongoing

**Objective 2:** Improve fidelity to OSM during ongoing case management post initial CPS assessment

**Key Activities:**

1. Establish a Permanency Advisory Council with membership of central office management and consultant staff, field managers and caseworkers, and community partners to advise decision-making for development and implementation of strategies that promote safe and timely permanency for children.  
Completion Date: March, 2016
2. Develop training curriculum for all field staff in ongoing OSM practice post initial CPS assessment.  
Completion Date: December, 2016
3. Develop sustainable plans for each district to provide group supervision to new and ongoing workers to sustain a continuous learning environment.  
Projected Start Date: March, 2017 and ongoing

**Objective 3:** Implement ongoing Quality Assurance reviews of fidelity to the OSM throughout the life of the case.

1. Develop a Quality Assurance tool that reviews dynamic safety planning, measures family progress through ongoing review of protective capacity and conditions for the child's return home.  
Projected Completion Date: August, 2016
2. Develop a Quality Assurance process to ensure fidelity to OSM practice in ongoing case management, including selection of cases, review processes, inter-rater reliability, and routine feedback to branch offices.  
Projected Completion Date: September, 2016
3. Initiate the QA process described in Activity 2.  
Projected Start Date: November, 2016
4. Develop an ongoing, sustainable QA process which includes supervisors in the qualitative process of the ensuring fidelity to OSM practice in ongoing case management.  
Projected Start Date: June, 2017 and ongoing

**Progress Measures and Benchmarks:**

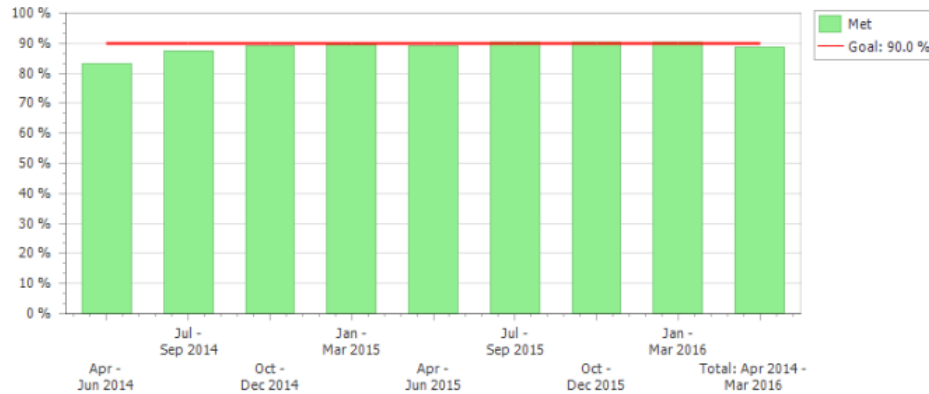
Oregon has identified the following measures and benchmarks for this goal. These measures will be monitored at least quarterly at the child welfare Quarterly Business Review (QBR) and during the regularly scheduled OCWP and field management meetings.

1. Caseworker Face to Face Contact\*

<b>Outcome:</b>	<b>08 Face to Face Contact</b>											
<b>Program Indicator:</b>	<b>Percent of visits made by caseworkers on a monthly basis to children served In Home, children in Foster Care, and their parents.</b>											
<b>Population</b>	Children Served in Home, Children in Foster Care, and their parents, who are on the F2F report when pulled on the 8th day of the following month of the reporting period. Source: WB-5001-S Caseworker Family Face to Face All Contacts Summary Report NOTE: Children no longer served in home or in foster care at time of Report Run will not be included in the counts, therefore the parents will also be excluded.											
<b>Calculation</b>	Numerator: All Persons with at least one contact Denominator: All Persons requiring contact											
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>		<b>Target 95%</b>							
	<80%	≥ 80% and <95%	≥ 95%		<b>Tier 2 Owner: XXXXXXXXXX</b>							
<b>Period</b>	<b>Administrative Data</b>											
<b>QBR reporting period</b>	<b>Point in Time Last Day of Period</b>	<b># of Children served In Home</b>	<b># of Children in Foster Care</b>	<b>Adults of all In Home and FC Children</b>	<b>Persons Requiring F2F Contact</b>	<b>Children served In Home Contact</b>	<b>Children in Foster Care Contacted</b>	<b>Adults of all In Home and FC Children</b>	<b>Total Persons Contacted</b>	<b>Percent with F2F Contact</b>	<b>Outcome Color</b>	<b>Report Run Date</b>
QBR 2015_Q2	6/30/2015	1,224	7,545	8,139	16,908	877	6,447	4,026	11,350	<b>67.1%</b>	Red	7/8/2015
QBR 2015_Q3	9/30/2015	1,181	7,529	7,879	16,589	821	6,540	3,389	10,750	<b>64.8%</b>	Red	10/8/2015
QBR 2015_Q4	#####	1,266	7,525	7,907	16,638	867	6,450	3,523	10,840	<b>64.9%</b>	Red	1/7/2016
QBR 2016_Q1	3/31/2016	1,267	7,472	8,055	16,794	843	6,252	3,994	11,089	<b>66.0%</b>	Red	4/8/2016
QBR 2016_Q2	6/30/2016	1,153	7,614	8,038	16,805	841	6,665	4,293	11,799	<b>70.2%</b>	Red	7/8/2016

\*Note: This measurement is different than the calculation used to report Oregon’s face to face contact percentages that meet the federal definition and specific percentages required to determine Oregon’s title IV-B match rate (shown below). Oregon’s QBR measurement, shown above, includes children served in home and parent contacts as well as children served in substitute care.

CV.01 Caseworker Face-to-Face Contact-of mos child in care entire month  
 The percent visit months children under 18 years of age were in foster care the entire month who had at least one face-to-face visit during each month.  
 Report Time Period: April 1, 2014 - March 31, 2016



Report Period	Apr - Jun 2014	Jul - Sep 2014	Oct - Dec 2014	Jan - Mar 2015	Apr - Jun 2015	Jul - Sep 2015	Oct - Dec 2015	Jan - Mar 2016
<b>Total Visit months</b>	21081	20768	20582	20467	20650	20660	20540	20410
<b>Met</b>	17570	18188	18307	18307	18392	18670	18513	18477
<b>Visited in-home</b>	12378	13344	12865	12823	12899	13626	13146	13084
<b>Visited in-person only</b>	5192	4844	5442	5484	5493	5044	5367	5393
<b>Not Met</b>	3511	2580	2275	2160	2258	1990	2027	1933
<b>Other not in-person visit</b>	0	0	0	0	0	0	0	0
<b>No visit</b>	3511	2580	2275	2160	2258	1990	2027	1933
<b>Date data are based</b>	Apr - Jun 2014	Jul - Sep 2014	Oct - Dec 2014	Jan - Mar 2015	Apr - Jun 2015	Jul - Sep 2015	Oct - Dec 2015	Jan - Mar 2016

At this time Oregon is using, for ongoing monitoring, an operational report that helps to monitor contact with children in foster care, children served in home, and their parents. This report tracks contacts for a past month for persons served at a particular point in time. This differs from the IV-B Face to Face contact definition, which is for children in foster care a full month and doesn't include children in home or their parents. Further, the official IV-B Face to Face contact report limits those we serve based on AFCARS rules, which the operational report does not.

Work is underway to expand the ROM reporting system to include children in home and their parents, to have more comprehensive performance reporting for Face to Face contacts. The definition used will mirror that of foster children, but for all persons needing contact. Once available, Oregon will switch to ROM performance reporting solution for performance monitoring on Face-to-Face contact in the QBR.

The overall performance for the two ways of measuring foster child contact is comparable. For example, the current operational report for QBR 2016 Q2 shows that 87.5% of foster children received a contact (6665/7614), while the ROM CV.01 (IV-B) definition shows 88.5%. They don't match due to the population in each report being different, as described.

## 2. Placement Stability PA.05

Oregon reports placement stability in the QBR (table above) as number of moves per 1,000 days in order to to be consistent with the federal measures.

In the work done with individual branches on their placement stability, the focus and end goal is to have each child experience two or fewer moves in their foster care experience. When Oregon is conducting the district and branch planning it is more beneficial to look at the percentage of children having two or fewer moves as reported in the statewide assessment to illustrate how individual children are faring in their placement history.

### 3. Placement with Siblings

Statewide Children in Out of Home Foster Care Placed Together, Partly Together, Not Together September 30, 2015							
Sibling Group Size	Number of Cases	Count			Percentage		
		All Siblings Together	Partly Together	Not Together	All Siblings Together	Partly Together	Not Together
2	947	712	-	235	75.2%	n/a	24.8%
3	376	233	103	40	62.0%	27.4%	10.6%
4	130	59	67	4	45.4%	51.5%	3.1%
5	36	9	27	-	25.0%	75.0%	0.0%
6	18	2	16	-	11.1%	88.9%	0.0%
7	2		2	-	0.0%	100.0%	0.0%
9	1		1		0.0%	100.0%	0.0%
10	1		1		0.0%	100.0%	0.0%
Total Number of Sibling Groups	1,511	1,015	217	279	67.2%	14.4%	18.5%

\*Note does not include IV-E eligible children served by the tribes  
Source: Oregon Data Book

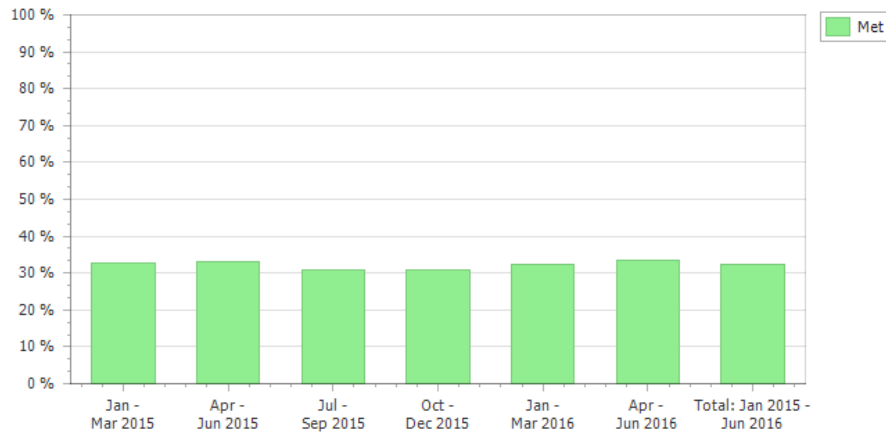
Sibling Group Size	Total Children	Total With >=1 Sibl	Total NOT with Any Sibling	% of Children Placed with >=1 sibling
2	1,894	1,424	470	75.2%
3	1,128	1,008	120	89.4%
4	520	504	16	96.9%
5	180	180	-	100.0%
6	108	108	-	100.0%
7	14	14	-	100.0%
9	9	9	-	100.0%
10	10	10	-	100.0%
Total Children	3,863	3,257	606	84.3%

\*Note does not include IV-E eligible children served by the tribes  
Source: Oregon Data Book

Total Children with all siblings	
1,424	75.2%
699	62.0%
236	45.4%
45	25.0%
12	11.1%
-	0.0%
-	0.0%
-	0.0%
2,416	62.5%

#### 4. First placement with Relatives ROM CM.08

CM.08 Initial placement with relatives (of those entering care)  
 Percent of children entering foster care who were placed with relatives upon removal, over time  
 Report Time Period: January 1, 2015 - June 30, 2016



Report Period	Jan - Mar 2015		Apr - Jun 2015		Jul - Sep 2015		Oct - Dec 2015		Jan - Mar 2016		Apr - Jun 2016		Total: Jan 2015 - Jun 2016	
<b>Total</b>	989	100.0%	1021	100.0%	972	100.0%	912	100.0%	989	100.0%	986	100.0%	5869	100.0%
<b>Met</b>	322	32.6%	337	33.0%	300	30.9%	280	30.7%	319	32.3%	329	33.4%	1887	32.2%
<b>Not Met</b>	667	67.4%	684	67.0%	672	69.1%	632	69.3%	670	67.7%	657	66.6%	3982	67.8%
<b>Unable to Calculate</b>	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Date data are based</b>	Jan - Mar 2015		Apr - Jun 2015		Jul - Sep 2015		Oct - Dec 2015		Jan - Mar 2016		Apr - Jun 2016		Jan 2015 - Jun 2016	

## 5. Timeliness to Permanency

<b>Outcome:</b>	10 Timeliness to Permanency			
<b>Program Indicator:</b>				
<b>Program population</b>	<p><b>PA.01 (Fed) Permanency in 12 Months:</b> Of all children who enter foster care in a target 12-month period, what percent discharged to permanency within 12 months of entering foster care</p> <p><b>PA.02 (Fed) Permanency in 12 Months for Children in Foster Care 12 to 23 Months:</b> Of all Children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period</p> <p><b>PA.03 (Fed) Permanency in 12 Months for Children in Foster Care 24 Months or More:</b> Of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) 24 months or more, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period</p>			
<b>Calculation</b>	Applies weighting based on the denominators of all three individual measures, then calculates a composite outcome based on the percent of target met and the weighting. See Calc Tab of worksheet.			
<b>Outcome Range</b>	Red	Yellow	Green	Target: 100%
	< 80%	≥ 80% and < 90%	≥ 90%	Tier 2 Owner: XXXXXXXXXX
<b>Period</b>	<b>Administrative Data</b>			
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Percent Met</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
QBR 2015_Q2	1/1/2015 to 3/31/2015	105.8%	Green	6/9/2016
QBR 2015_Q3	4/1/2015 to 6/30/2015	108.7%	Green	6/9/2016
QBR 2015_Q4	7/1/2015 to 9/30/2015	109.1%	Green	6/9/2016
QBR 2016_Q1	10/1/2015 to 12/31/2015	108.7%	Green	6/9/2016
QBR 2016_Q2	1/1/2016 to 3/31/2016	107.9%	Green	7/7/2016



<b>Outcome:</b>	<b>10a Timeliness to Permanency</b>					
<b>Program Indicator:</b>						
<b>Program population</b>	<b>PA.01 (Fed) Permanency in 12 Months:</b> Of all children who enter foster care in a target 12-month period, what percent discharged to permanency within 12 months of entering foster care					
<b>Calculation</b>	<b>Numerator:</b> (Of children counted in the denominator) children who discharged to permanency within 12 months of entering foster care and before turning age 18; <b>Divided By- Denominator:</b> Number of children who entered foster care in 12 month period					
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Target: 100%</b>		
	< 35%	≥ 35% and < 40.5%	≥ 40.5%	Tier 2 Owner: XXXXXXXXXX		
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Total Entered Care</b>	<b>Permanency in 12 Mos</b>	<b>Percent Met</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
QBR 2015_Q2	1/1/2015 to 3/31/2015	3,822	1,584	41.4%	Green	6/9/2016
QBR 2015_Q3	4/1/2015 to 6/30/2015	3,608	1,566	43.4%	Green	6/9/2016
QBR 2015_Q4	7/1/2015 to 9/30/2015	3,603	1,547	42.9%	Green	6/9/2016
QBR 2016_Q1	10/1/2015 to 12/31/2015	3,418	1,479	43.3%	Green	6/9/2016
QBR 2016_Q2	1/1/2016 to 3/31/2016	3,394	1,450	42.7%	Green	7/7/2016

<b>Outcome:</b>	<b>10b Timeliness to Permanency</b>					
<b>Program Indicator:</b>						
<b>Program population</b>	<b>PA.02 (Fed) Permanency in 12 Months for Children in Foster Care 12 to 23 Months:</b> Of all Children in foster care on the first day of a 12- month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period					
<b>Calculation</b>	<b>Numerator:</b> (Of children counted in the denominator) children who discharged to permanency within 12 months of the first day of the 12 month period and before turning age 18; <b>Divided By- Denominator:</b> Number of children in foster care on the first day of a 12 month period who had been in foster care (in that episode) between 12 and 23 months					
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Target: 100%</b>		
	< 38.5%	≥ 38.5% and < 43.6%	≥ 43.6%	Tier 2 Owner: XXXXXXXXXX		
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Total 1st Day of Period</b>	<b>Permanency in 12 Mos</b>	<b>Percent Met</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
QBR 2015_Q2	1/1/2015 to 3/31/2015	1,788	823	46.0%	Green	6/9/2016
QBR 2015_Q3	4/1/2015 to 6/30/2015	1,673	764	45.7%	Green	6/9/2016
QBR 2015_Q4	7/1/2015 to 9/30/2015	1,726	818	47.4%	Green	6/9/2016
QBR 2016_Q1	10/1/2015 to 12/31/2015	1,584	752	47.5%	Green	6/9/2016
QBR 2016_Q2	1/1/2016 to 3/31/2016	1,581	718	45.4%	Green	7/7/2016

<b>Outcome:</b>	<b>10c Timeliness to Permanency</b>					
<b>Program Indicator:</b>						
<b>Program population</b>	<b>PA.03 (Fed) Permanency in 12 Months for Children in Foster Care 24 Months or More:</b> Of all children in foster care on the first day of a 12- month period who had been in foster care (in that episode) 24 months or more, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period					
<b>Calculation</b>	<b>Numerator:</b> (Of children counted in the denominator) children who discharged to permanency within 12 months of the first day of the rolling 12 month period and before turning age 18; <b>Divided By- Denominator:</b> Number of children in foster care on the first day of a rolling 12 month period who had been in foster care (in that episode) for 24 months or more					
<b>Outcome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Target: 100%</b>		
	< 25%	≥ 25% and < 30.3%	≥ 30.3%	<b>Tier 2 Owner: XXXXXXXXXX</b>		
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Total 1st Day of Period</b>	<b>Permanency in 12 Mos</b>	<b>Percent Met</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
QBR 2015_Q2	1/1/2015 to 3/31/2015	2672	899	33.6%	Green	6/9/2016
QBR 2015_Q3	4/1/2015 to 6/30/2015	2635	905	34.3%	Green	6/9/2016
QBR 2015_Q4	7/1/2015 to 9/30/2015	2552	879	34.4%	Green	6/9/2016
QBR 2016_Q1	10/1/2015 to 12/31/2015	2433	819	33.7%	Green	6/9/2016
QBR 2016_Q2	1/1/2016 to 3/31/2016	2378	820	34.5%	Green	7/7/2016

. Oregon includes each of the three timeliness to permanency measures in the APSR for consistency as these measures are used both for the Quality Business Reviews (QBR's). The composite measure is used as a Key Performance Measures reported annually to the state legislature.

Oregon uses individual branch and district metrics on timeliness to reunification, adoption, and guardianship as well as court data on timeliness to judicial actions to help inform individualized branches on performance in comparison with state averages and allows them to develop action plans that include goals, objectives, and specific activities that will promote timely permanency. These may include changes in specific business process or other activities that will impact permanency outcomes. The branch specific plans include a summary of the data analysis, goals, specific strategies, measures, accountability and needed supports.

6. Case Planning (Please see highlighted areas of the data table below.)

<b>Goal</b>		<b>Green</b>	<b>Yellow</b>	<b>Red</b>
Case Planning		≥ 90%	< 90 and ≥70%	<70

**Case Plans for Children Entering Foster Care**

	FFY2013	FFY2014	FFY2015
# Children entering foster care	3,738	3,494	3,758
# In care over 60 days	2,941	3,111	3,519

# Case plans open before entry into care for those in care over 60 days	452	603	650
% Case plans open before entry into care for those in care over 60 days	15.4%	19.4%	18.5%
# Case plans open within 60 Days of entry into care for those in care over 60 days	796	903	957
% Case plans open within 60 days of entry into care for those in care over 60 Days	27.1%	29.0%	27.2%
<b>Total # of case plans open within 60 days or already open on entry for those in care over 60 days</b>	<b>1,248</b>	<b>1,506</b>	<b>1,607</b>
<b>% Case plans open within 60 days or already open on entry for those in care over 60 Days</b>	<b>42.4%</b>	<b>48.4%</b>	<b>45.7%</b>
# Case plans open over 60 days after entry for those in care over 60 days	1,638	1,352	1,481
% Case plans open over 60 days after entry for those in care over 60 days	55.7%	43.5%	42.1%
# Case plans open while in care over 60 days*	2,886	2,858	3,088
% Case plans open while in care over 60 days	98.1%	91.9%	87.8%

\*This is the total of those with a case plan already open on the day entering care plus opened sometime after entering care.

Note: Due to multiple foster care episodes there are duplicate record counts.

7. CFSR Case Reviews: Items 7-11

Outcome:	Family and Community Connections					
Program Indicator:						
Program population	<p><b>CFSR Ratings: Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.</b></p> <p>Item 7: Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?</p> <p>Item 8: Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father, and siblings was of sufficient frequency and quality to promote continuity in the child's relationships with these close family members?</p> <p>Item 9: Did the agency make concerted efforts to preserve the child's connections to his or her neighborhood, community, faith, extended family, Tribe, school, and friends?</p> <p>Item 10: Did the agency make concerted efforts to place the child with relatives when appropriate?</p> <p>Item 11: Did the agency make concerted efforts to promote, support, and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregivers from whom the child had been removed through activities other than just arranging for visitation?</p>					
Calculation	Rolling 12 months reported quarterly. Denominator is Sum of Number Applied for Items 7 to 11; Numerator is Sum of Number Rated as a Strength for Items 7 to 11.					
Outcome Range	Red	Yellow	Green			
CW QRB Target: XXXX	< 80%	≥ 80% and < 95%	≥ 95%	Tier 2 Owner: XXXXXXXXXX		
Period	Administrative Data				Outcome Color	Data Source Update Date
QBR reporting period	Date of Source Data	Number Applicable	Number Rated as Strength	Percent Rated as Strength		
QBR 2015_Q2	4/1/2014 to 3/31/2015	387	365	94.3%		4/15/2015
QBR 2015_Q3	7/1/2014 to 6/30/2015	426	385	90.4%		7/15/2015
QBR 2015_Q4	10/1/2014 to 9/30/2015	494	440	89.1%		10/15/2015
QBR 2016_Q1	1/1/2015 to 12/31/2015	549	480	87.4%		1/15/2016
QBR 2016_Q2	4/1/2015 to 3/31/2016	513	435	84.8%		4/15/2016

8. CFSR Case Reviews: Well Being 1, Well Being 2, and Well Being 3

<b>Outcome:</b>	Service Strategy					
<b>Program Indicator:</b>						
<b>Program population</b>	<b>Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.</b> Item 12: Did the agency make concerted efforts to assess the needs of and provide services to children, parents, and foster parents to identify the services necessary to achieve case goals and					
<b>Calculation</b>	Rolling 12 months reported quarterly. Denominator is Number Applied (surveyed?) for Item 12; Numerator is Number Rated as a Strength for Item 12.					
<b>Outcome Range</b>	Red	Yellow	Green			
<b>CW QRB Target: XXXX</b>	< 80%	≥ 80% and < 95%	≥ 95%	Tier 2 Owner: XXXXXXXXX		
<b>Period</b>	<b>Administrative Data</b>					
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Number Applied</b>	<b>Number Rated as Strength</b>	<b>Percent Rated as Strength</b>	<b>Outcome Color</b>	<b>Data Source Update Date</b>
QBR 2015_Q2	4/1/2014 to 3/31/2015	182	160	87.9%		4/15/2015
QBR 2015_Q3	7/1/2014 to 6/30/2015	162	132	81.5%		7/15/2015
QBR 2015_Q4	10/1/2014 to 9/30/2015	166	132	79.5%		10/15/2015
QBR 2016_Q1	1/1/2015 to 12/31/2015	171	127	74.3%		1/15/2016
QBR 2016_Q2	4/1/2015 to 3/31/2016	158	107	67.7%		4/15/2016

Although these measures are reported in the aggregate on the QBR, each of the measures within the aggregate are reviewed by program and field staff each quarter as well and will be utilized in developing local strategic improvement plans.

Outcome:	Child Wellbeing					
Program Indicator:						
Program population	<p>Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.  Item 16: Did the agency make concerted efforts to assess children's educational needs, and appropriately address identified needs in case planning and case management activities?  Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.  Item 17: Did the agency address the physical health needs of children, including dental health needs?  Item 18: Did the agency address the mental/behavioral health needs of children?</p>					
Calculation	Rolling 12 months reported quarterly. Denominator is Sum of Number Applied (surveyed?) for Items 16 to 18; Numerator is Sum of Number Rated as a Strength for Items 16 to 18.					
Outcome Range	Red	Yellow	Green			
CW QRB Target: XXXX	< 80%	≥ 80% and < 90%	≥ 90%	Tier 2 Owner: XXXXXXXXX		
Period	Administrative Data					
QBR reporting period	Date of Source Data	Number Applied	Number Rated as Strength	Percent Rated as Strength	Outcome Color	Data Source Update Date
QBR 2015_Q2	4/1/2014 to 3/31/2015	453	427	94.3%		4/15/2015
QBR 2015_Q3	7/1/2014 to 6/30/2015	385	348	90.4%		7/15/2015
QBR 2015_Q4	10/1/2014 to 9/30/2015	392	344	87.8%		10/15/2015
QBR 2016_Q1	1/1/2015 to 12/31/2015	390	328	84.1%		1/15/2016
QBR 2016_Q2	4/1/2015 to 3/31/2016	355	285	80.3%		4/15/2016

Although these measures are reported in the aggregate on the QBR, each of the measures within the aggregate are reviewed by program and field staff each quarter as well and will be utilized in developing local strategic improvement plans. The strategies to improve practice are based on the specific services to the children.

**Goal 3: Well Being: Children in foster care are safe and well cared for, remain connected to their family, siblings and support networks and receive services appropriate to their identified needs, and older youth in care are involved in youth driven, comprehensive transition planning.<sup>1</sup>**

**Objective 1:** Increase access to Behavior Rehabilitation Services (BRS) and other contracted placement settings, focusing on developing programs utilizing evidence-based practice and culturally specific program models.

**Key Activities:**

1. Release a Request for Application for additional BRS service providers  
Completion Date: Completed
2. Add an additional staff member to the Well Being team with a sole focus on recruitment and development of professional level of care (BRS) providers.

<sup>1</sup> For interventions and measures specific to CFCIP, please see that section.

Completion Date: May, 2016

3. Provide current BRS providers who offer Intensive Community Care (ICC) beds the option of transitioning this service capacity to Therapeutic Foster Care (TFC) beds, eliminating a little used program and increasing TFC capacity. Additionally, this change would increase revenue to providers for the service, incentivize stability and program growth.  
Projected Completion Date: July, 2016
4. Increase the BRS contracted daily payment rate in partnership with the Oregon Health Authority and Oregon Youth Authority.  
Projected Completion Date: July, 2016
5. Research BRS rate structure options other than the current fee for service structure, including the use of 1/12<sup>th</sup> contracts or other options to assure capacity and increase stability within Oregon's BRS system of providers.  
Projected Completion Date: December, 31, 2016
6. Submit Continuing Service Level and Policy Option Package requests to increase the BRS payment rates by approximately 35%, and support through the 2017 legislative process.  
Projected Completion Date: July, 2017
7. Establish a consistent rate methodology for non-BRS contracted placements.  
Projected Completion Date: August 1, 2016
8. Engage local communities in identifying unique resources available in the area (hold community meetings, to explore viable options such as crisis placement and respite care).  
Projected Completion Date: Ongoing

**Objective 2:** Increase recruitment, certification, support and retention of Department certified foster homes.

**Key Activities:**

1. Continue the activities of the GRACE cooperative agreement to develop recruitment and retention strategies that can be applied throughout the state.  
Projected Completion Date: July, 2017
2. Implement an after-hours support call line through Oregon's 211 system for Department certified foster parents  
Projected Completion Date: August 1, 2017
3. Develop eligibility criteria and revise Oregon Administrative Rule to provide assistance for the costs of child care for Department certified foster parents  
Projected Completion Date: December 1, 2016

4. Establish a Substitute Care Resource Steering Committee with membership of central office management and consultant staff, field managers and caseworkers, and community partners to advise decision-making and develop statewide and local strategies to identify, develop, and implement safe foster care capacity.  
Projected Completion Date: April, 2016
5. Submit a Policy Option Package request to increase the foster care payment rates using the rate model established in 2009, and support through the 2017 legislative process.  
Projected Completion Date: July, 2017
6. Provide ongoing, sustainable QA process of the SAFE home study and certification processes which includes supervisors in the qualitative process of the ensuring fidelity to the SAFE model and certification process.  
Projected Completion Date: March, 2017
7. Through the use of ROM and OR-Kids data, develop local strategic plans for foster parent recruitment, training, support and retention using consultant involvement with branch leadership and community partners, when appropriate.  
Projected Start Date: October, 2016

**Progress Measures and Benchmarks:**

Oregon has identified the following measures and benchmarks for this goal. These measures will be monitored at least quarterly at the child welfare Quarterly Business Review (QBR) and during the regularly scheduled OCWP and field management meetings.

1. Transition to Adulthood. Specific data elements will be determined July 1 and reported in the next annual report.
2. Substitute care capacity This is a composite measure of the total number of contracted placement resources available to budgeted AND total number of children placed in regular foster care to point in time capacity of regular foster parent beds available.

Goal	Green	Yellow	Red
Sub-Care Capacity	Res $\geq$ 90%	< 90% & $\geq$ 70%	<70%
	FC $\geq$ 175%	< 175% and $\geq$ 150%	<150%

The composite data for this measure is currently under development.

**Goal 4: Oregon will reduce the disproportionate numbers of children of color in substitute care.**



**Objective 1:** Develop a consistent and sustainable oversight structure for racial equity in child welfare services.

**Key Activities:**

1. Establish a Racial Equity Advisory Committee with membership of central office management and consultant staff, field managers and caseworkers, tribal members and community partners to advise decision-making and develop statewide and local strategies to ensure racial equity in the delivery of child welfare services.  
Projected Completion Date: Complete
2. Conduct a comprehensive review of the Child Welfare Equity Task Force Recommendation and develop a tracking report for advisory committee including recommendations, policy references, data sets and identified resources.  
Projected Completion Date: October, 2016
3. Racial Equity Advisory Committee will develop priority actions for calendar year 2017.  
Projected Completion Date: December, 2016
4. Develop and convene identified subcommittees to advise on implementation strategies and proposed measures to address racial equity  
Projected Completion Date: December, 2016
5. Prepare an annual report on racial equity accomplishments and/or challenges in 2016.  
Projected Completion Date: June, 2017

**Objective 2:** Increase child welfare staff knowledge and awareness of child welfare practice through a racial equity lens.

1. Develop an implementation plan to deliver “Let’s talk about Race”, Parts 1 and 2 to every District, including implementing a strategy to provide ongoing technical assistance  
Projected Implementation Date: December, 2016
2. Support identified leaders and champions in attending the Undoing Racism provided through the People’s Institute for Survival and Beyond  
Projected Completion Date: December, 2016
3. Provide ongoing technical assistance and support to Undoing Racism participants through scheduled conversations, continued skill building and consultation  
Projected Completion Date: Ongoing

**Objective 3:** Develop and engage child welfare leadership in ongoing assessment of racial equity in child welfare service delivery.

**Key Activities:**

1. Increase knowledge and awareness of racial equity practice concerns through ongoing Learning Opportunities to include intentional dialogues focused on power analysis, gatekeeping and the use of 'lived experiences.'  
Projected Completion Date: Ongoing
2. Identify a standard set of metrics for analysis of racial equity in child welfare practice  
Projected Completion Date: December, 2016
3. Develop a Department-wide shared understanding of issues of race, disproportionality and disparity utilizing the People's Institute's anti-racist principles and the guidance of the Racial Equity Advisory Committee.  
Projected Completion Date: June 2017

**Progress Measures and Benchmarks:**

Oregon has identified the following measures and benchmarks for this goal. These measures will be monitored at least quarterly at the child welfare Quarterly Business Review (QBR) and during the regularly scheduled OCWP and field management meetings.

1. Service Equity Permanency in 24 months

<b>Outcome:</b>	15 Service Equity Permanency in 24 Months					
<b>Program Indicator:</b>	Proportion of foster youth achieving permanency within 24 months by race ethnicity [calculated as a disparity ratio]					
<b>Program population</b>	% of foster youth by race/ethnicity that entered care 24 months ago who achieved permanency within 24 months Source: PO.02 Permanency in 24 months					
<b>State Population for Comparison</b>	% of Non-Hispanic White foster youth that entered care 24 months ago who achieve permanency within 24 months of entering care.					
<b>Calculation</b>	The Disparity Ratio = % of Non-White & Hispanic foster youth that entered care 24 months ago who achieved permanency within 24 months compared to the % of Non-Hispanic White foster youth that entered care 24 months ago who achieved permanency within 24 months					
<b>Outcome Range</b>	Red	Yellow	Green	CW QRB Target: XXXX		
	< 60%	60%-80%	> 80%	Tier 2 Owner: XXXXXXXXX		
<b>Period</b>		<b>Administrative Data</b>				
<b>QBR reporting period</b>	<b>Date of Source Data</b>	<b>Number of groups in the green on the disparity ratio</b>	<b>Total number of groups with disparity ratios</b>	<b>QBR 05 Enterprise Score for this measure</b>	<b>Outcome Color</b>	<b>Source Update Date</b>
QBR 2015_Q2	1/1/2015 to 3/31/2015	n/a	n/a	n/a	n/a	n/a
QBR 2015_Q3	4/1/2015 to 6/30/2015	3	4	75%	Yellow	10/12/2015
QBR 2015_Q4	7/1/2015 to 9/30/2015	4	4	100%	Green	1/13/2016
QBR 2016_Q1	10/1/2015 to 12/31/2015	3	4	75%	Yellow	4/12/2016
QBR 2016_Q2	1/1/2016 to 3/31/2016	4	4	100%	Green	7/7/2016

2. Service Equity In Home vs. Foster Care Disparity

Outcome:	16 Service Equity In Home vs Foster Care Disparity					
Program Indicator:	Proportionate % of racial/ethnic populations of children served In-home vs Foster Care Population					
Program population	Distinct count of children served in home on last day of the quarter. Primary Race is used. Excludes Unknown Race/Ethnicity. Source: Administrative Data					
State Population for Comparison	Distinct count of children served in foster care on last day of the quarter. Primary Race is used. Excludes Unknown Race/Ethnicity. Source: Administrative Data					
Calculation	% of distinct children served In Home of each race&ethnicity / % of FC children of each Race and Ethnicity = Disproportionality Ratio. Disparity Ratio calculated by taking each Race's Disproportionality Ratio compared to Reference Race of White Non-Hispanic					
Outcome Range	Red	Yellow	Green	CW QRB Target: XXXX		
	< 60%	60%-80%	> 80%	Tier 2 Owner: XXXXXXXXX		
Period	Administrative Data					
QBR reporting period	Date of Source Data	Number of groups in the green on the disparity ratio	Total number of groups with disparity ratios	QBR 05 Enterprise Score for this measure	Outcome Color	Source Update Date
QBR 2015_Q2	3/31/2015	4	4	100%	Green	8/5/2015
QBR 2015_Q3	6/30/2015	4	4	100%	Green	10/12/2015
QBR 2015_Q4	9/30/2015	4	4	100%	Green	1/13/2016
QBR 2016_Q1	12/31/2015	4	4	100%	Green	4/12/2016
QBR 2016_Q2	3/31/2016	4	4	100%	Green	7/7/2016

In the tables below, the Unknown/Declined/Unable to Determine numbers are large because Oregon's database system does not force a user selection of primary race.

Number and Percent of Children Safe from Reabuse within Six Months by Primary Race

Race	Outcome	FFY2013		FFY2014		FFY2015	
		Count	Percent	Count	Percent	Count	Percent
American Indian or Alaska Native	Met (Safe)	276	93.9%	331	91.9%	320	84.4%
	Not Met	18	6.1%	29	8.1%	59	15.6%
<b>American Indian or Alaska Native Total</b>		<b>294</b>	<b>100.0%</b>	<b>360</b>	<b>100.0%</b>	<b>379</b>	<b>100.0%</b>
Asian/Pac Islander	Met (Safe)	116	93.5%	147	99.3%	140	92.7%
	Not Met	8	6.5%	1	0.7%	11	7.3%
<b>Asian/Pac Islander Total</b>		<b>124</b>	<b>100.0%</b>	<b>148</b>	<b>100.0%</b>	<b>151</b>	<b>100.0%</b>
Black or African American	Met (Safe)	581	95.1%	513	97.0%	515	91.6%
	Not Met	30	4.9%	16	3.0%	47	8.4%
<b>Black or African American Total</b>		<b>611</b>	<b>100.0%</b>	<b>529</b>	<b>100.0%</b>	<b>562</b>	<b>100.0%</b>
Hispanic (any race)	Met (Safe)	1,631	94.7%	1,398	94.7%	1,236	91.0%
	Not Met	92	5.3%	78	5.3%	122	9.0%
<b>Hispanic (any race) Total</b>		<b>1,723</b>	<b>100.0%</b>	<b>1,476</b>	<b>100.0%</b>	<b>1,358</b>	<b>100.0%</b>
Unknown/Declined/Unable to Determine	Met (Safe)	1,422	98.4%	1,390	97.5%	1,234	96.0%
	Not Met	23	1.6%	36	2.5%	51	4.0%
<b>Unable to Determine Total</b>		<b>1,445</b>	<b>100.0%</b>	<b>1,426</b>	<b>100.0%</b>	<b>1,285</b>	<b>100.0%</b>
White	Met (Safe)	6,205	95.5%	5,970	95.0%	5,608	89.2%
	Not Met	290	4.5%	311	5.0%	676	10.8%
<b>White Total</b>		<b>6,495</b>	<b>100.0%</b>	<b>6,281</b>	<b>100.0%</b>	<b>6,284</b>	<b>100.0%</b>
<b>Statewide Total</b>		<b>10,692</b>		<b>10,220</b>		<b>10,019</b>	

2013/2014 Data downloaded 2/18/2015, 2015 Data downloaded 6/28/2015 (SA02 Recurrence of Maltreatment)

**Number and Percent of Children Reentering Foster Care by Primary Race**

Race	Outcome	FFY2013		FFY2014		FFY2015	
		Count	Percent	Count	Percent	Count	Percent
<b>American Indian or Alaska Native</b>	Maintained Permanency	34	77.3%	52	75.4%	64	84.2%
	Reentered	10	22.7%	17	24.6%	12	15.8%
<b>American Indian or Alaska Native Total</b>		<b>44</b>	<b>100.0%</b>	<b>69</b>	<b>100.0%</b>	<b>76</b>	<b>100.0%</b>
<b>Asian/Pac Islander</b>	Maintained Permanency	25	100.0%	15	93.8%	17	73.9%
	Reentered	0	0.0%	1	6.3%	6	26.1%
<b>Asian/Pac Islander Total</b>		<b>25</b>	<b>100.0%</b>	<b>16</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>
<b>Black or African American</b>	Maintained Permanency	74	90.2%	71	80.7%	67	85.9%
	Reentered	8	9.8%	17	19.3%	11	14.1%
<b>Black or African American Total</b>		<b>82</b>	<b>100.0%</b>	<b>88</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>
<b>Hispanic (any race)</b>	Maintained Permanency	261	88.5%	277	91.1%	291	89.8%
	Reentered	34	11.5%	27	8.9%	33	10.2%
<b>Hispanic (any race) Total</b>		<b>295</b>	<b>100.0%</b>	<b>304</b>	<b>100.0%</b>	<b>324</b>	<b>100.0%</b>
<b>Unknown/Declined/Unable to Determine</b>	Maintained Permanency	91	100.0%	115	98.3%	37	97.4%
	Reentered	0	0.0%	2	1.7%	1	2.6%
<b>Unable to Determine Total</b>		<b>91</b>	<b>100.0%</b>	<b>117</b>	<b>100.0%</b>	<b>38</b>	<b>100.0%</b>
<b>White</b>	Maintained Permanency	1,126	89.5%	947	88.7%	898	89.3%
	Reentered	132	10.5%	121	11.3%	108	10.7%
<b>White Total</b>		<b>1,258</b>	<b>100.0%</b>	<b>1,068</b>	<b>100.0%</b>	<b>1,006</b>	<b>100.0%</b>
<b>Statewide Total</b>		<b>1,795</b>		<b>1,662</b>		<b>1,545</b>	

2013 to 2015 Data downloaded 6/28/2015 (PA04 ReEntry to Foster Care- by Race)

**Goal 5: Quality Assurance/Continuous Quality Improvement: Oregon will continue development of integrated practice of comprehensive quality assurance and continuous quality improvement.**

**Objective 1:** Implement the revised, standard performance measures for State Plan Goals 1-4.

**Key Activities:**

1. Implement the revised Quarterly Review Measures by July, 2016  
Projected Completion Date: July, 2016
2. Conduct QBR data review and strategic action steps at both the state and District levels.  
Projected Completion Date: July, 2016 for the statewide measure data: October, 2016 for the District level measure data.

**Objective 2:** Sustain Quality Assurance Review Tools for each area of practice outlined in State Plan Goals 1-3.

**Key Activities:**

1. Implement the QA practice tools and processes outlined in state goals 1, 2 and 3.  
Projected Completion Date: Please see dates in goals 1, 2, and 3.
2. Continue staff and provider training in the use of the OSRI and the process of conducting a case review.  
Projected Completion Date: Ongoing with training for new case review staff a minimum of 2 times per year.
3. Continue the schedule of state conducted case reviews.  
Projected Completion Date: Ongoing

**Objective 3:** Refine and implement local strategic plans for practice improvement, identifying areas of greatest need.

**Key Activities:**

1. Engage District leadership in the development of continuous improvement model, utilizing data and case reviews to inform areas of practice improvement.  
Projected Completion Date: March, 2017
2. Implement the development of strategic improvement plans across District.  
Projected Completion Date: July, 2017

**Progress and Benchmarks:** The measures for the implementation of the continuous improvement model will be finalized over the next several months as the restructure of the organization unfolds and a new Child Welfare Director is in place over the next several months and will be reported in the next annual report and any PIP updates as a result of the Round 3 Child and Family Services Review.

### ***Implementation Supports***

Oregon is using multiple implementation supports for the successful implementation of the revised goals and objectives of the state plan. As outlined in the revised state plan key activities, Oregon is engaging in multiple efforts around practice improvement.

1. Supervision and coaching: Oregon is implementing the practice of group supervision at all levels of the child welfare practice continuum to increase staff knowledge and skill in the application of the OSM, and to increase consistency in case practice around the state.
2. As outlined in the Statewide Assessment, and mentioned later in this annual report, Oregon is currently in the process of redesigning new child welfare staff training. The revised training will focus on the ‘how’ of child welfare practice, and will include classroom, simulation, experiential, computer based, and on the job training along with an increased level of supervisory support and oversight during the first year of employment.
3. Oregon is also implementing routine schedule of Quality Assurance practice reviews (different from the CFSR case review) to ensure fidelity to Oregon’s practice models, and to provide technical assistance and support to those areas where the QA reviews indicate a need for improvement. There are several program specific QA fidelity review tools now in use.
  - The Safety Program has developed four QA fidelity review tools, one each for screening, closed at screening, CPS assessment and FSS assessment.
  - The Well Being program has developed a QA fidelity review tool for the SAFE home study.
  - The Permanency program has developed and is currently testing a QA fidelity review tool for permanency planning.
4. Oregon is submitting several policy option packages to enhance the supports available to the child welfare system including additional financing for all substitute care providers, additional child welfare casework staff, and additional training and support for supervisors and advanced practice training.
5. Oregon will continue to work with self-sufficiency, court, housing, education, and health and mental health partners to maximize the availability of services to families.
6. Systemic Factor Improvements

### **Statewide Information System**

Oregon has taken a very proactive approach in completing the overdue assessments logged in OR-Kids with a completion date of September 1, 2016.

Additionally, the Department is developing and will be conducting statewide training in the ongoing use of the OSM, development of case plans, and including dynamic protective capacity and safety assessment, conditions for return and ongoing safety management. Please refer to the Key Activities in Goal 2.

Oregon has an ongoing strategy for OR-Kids enhancements and improvements, including changes to ensure compliance with IV-E eligibility and foster care maintenance payments. The change cycle is included as attachment XX.

In conjunction with the Child Welfare Training Unit, the OR-Kids Business Team has assigned a series of computer based trainings required for any new child welfare staff prior to granting OR-Kids access for data entry, along with a recommended series of computer based trainings for any staff member who changes roles or positions within the Department.

### **Case Review System**

#### Written Case Plan

As reported in the statewide assessment submitted in March work is currently underway (see Key Activities in state plan Goals 1 and 2) designing and implementing statewide training in the use of the OSM post assessment. This training includes the development of the case plan. The Department, working in conjunction with the courts will develop OR-Kids change requests for data system improvements to further streamline and align the language of the case plan with the necessary court report(s) documents.

#### Periodic Reviews, Permanency Hearings and Termination of Parental Rights

Oregon routinely conducts periodic reviews. Tracking is recorded by the Juvenile Court Improvement Program, and shared with child welfare.

Additionally, child welfare is working with the judicial department to more fully understand the need for additional court hearings and the burden that may place on the child welfare caseworkers. The Department will work cooperatively with the judicial department in streamlining processes whenever possible.

#### Notice of Hearings and Reviews to Caregivers

Subsequent to the submission of the statewide assessment in March, 2016 all of the Districts have updated the business processes to ensure a notice of hearing is sent to the child's caregivers. The notice includes information regarding their right to be heard in any review or hearing held with respect to the child. The Department will track



compliance with this requirement through the periodic surveys sent to foster parents until such time as the forms functionality can be enhanced in the OR-Kids system.

### **Quality Assurance**

Please refer to the Objectives and Key Activities in Goal 5 of the state plan.

In addition to the Department activities, the additional oversight will be provided by the Legislature through HB 4080 and the newly forming Governor's Child Foster Care Advisory Committee.

The Child Welfare Advisory Committee (CWAC) has refined the focus of its work. CWAC has developed 6 focus areas for review and oversight over the next 12 month period. These areas are:

1. Timely Assessment/LEA investigations/Pre-jurisdictional court processes
2. Assessing and planning for child safety
3. Substitute care service array
4. Access to services and available service array
5. Case planning and judicial processes post jurisdiction to TPR filing
6. Planning for permanency and judicial considerations of the concurrent permanent plan

### **Staff and Provider Training**

As reported in the statewide assessment submitted in March, 2016 both staff and provider training are undergoing redesign at the time this report is being prepared. Staff training redesign is scheduled for an implementation date of July, 2017. An implementation date for provider training will be made over the next three months.

Additionally, as reported in the Statewide Information System of this report, OR-Kids computer based training will be required for all new staff hired after July1, 2016 prior to access to the OR-Kids system for data entry.

Oregon is currently reviewing all training required of ongoing casework staff, will be reissuing the list of required training over the next two months. As Oregon transitions to the I Learn learning center for training management, the child welfare Training Unit will be able to better track required training and provide regular reports to supervisors if staff have not completed the required training.

### **Service Array and Resource Development**

The major area of focus for Goal 3 of the state plan is the development of a sufficient supply of substitute care resources for children.

Additionally, the Department continues the ongoing work with Housing and Urban Development as described in the statewide assessment for ongoing development of

sustainable, affordable housing for the population of families we serve. In the 15-17 Legislative Long Session, an investment of \$40 Million was made in affordable housing (LIFT Program) with requirements that it include an emphasis on communities of color and Department of Human Services clients. In addition, the Department continues to invest in contracted services, through the legislative investment in Strengthening, Preserving, and Reunifying Families Act, to provide Emergency Housing, Supervised/Supported Living Housing, and services and support to obtain Long Term Housing.

Oregon continues its work in collaborative service provision for families served both by child welfare and TANF. One barrier with the TANF program, raised by many child welfare workers, is the removal of cash assistance from a family when the child is placed in foster care; due to no longer meeting eligibility. In order for a family to receive the cash payment, a child must be physically in the home during the benefit month. The processes for accessing resources for housing, child care, and medical coverage are each unique and specific to the particular benefit. However, our ongoing partnership with the self-sufficiency program allows us to facilitate the reinstatement of those benefits more quickly through coordination and communication, with anticipation that the increased coordination will minimize the potential barriers to timely access to needed services.

### **Agency Responsiveness to the Community**

As described in the revised state goals, the Department has developed Steering/Advisory Committees for all areas of child welfare practice.

Additionally, as described in Quality Assurance, the Department will have additional statewide child welfare oversight from the Governor's Child Foster Care Advisory Committee, and the revised focus of the Child Welfare Advisory Committee.

The Department also continues to use the Parent Advisory Committee and Oregon Foster Youth Connection for issues pertinent to families and youth served by the Department.

### **Foster and Adoptive Parent Licensing, Recruitment, and Retention**

Please see Goal 3, Key activities of the state plan and the Foster and Adoptive Parent Diligent Recruitment Plan for information.

### ***Progress Made to Improve Outcomes***

Please refer to the data indicators in the Statewide Assessment submitted March 25, 2016, and the revised measures in the state plan.

The agency received an allocation for additional staff in the previous legislative session. This has increased the workload allocation overall from 67% to 85%. Even with the additional allocation, it has been challenging to maintain a consistent workforce due to attrition, and the Department continues to develop strategies for new worker training and support. The Statewide

Assessment submitted in March reported on the efforts underway to redesign new worker training. Along with that redesign, the Department is developing tools and supports for supervisors to strengthen knowledge and skill in good case work practice during the first year. The training redesign is scheduled for a 2017 implementation date.

Oregon was able to fund state funded guardianship assistance as of August 12, 2015 making guardianship assistance available for non IV-E eligible children. This permanency resource has been an available resource for 8-9 months into this reporting period. To date, there have been 15 agreements finalized with legal guardianship achieved and another 42 children on cases that are in the process of negotiating agreements and finalizing guardianship through the courts. The Guardianship Assistance program continues to provide training and consultation to the offices throughout the state with a particular emphasis on children who currently on APPLA plans to ensure if there is an ability to achieve guardianship, even though the child is not IV-E eligible, the Department is working towards that permanency outcome for the child.

The Department is preparing now for the development and implementation of a Program Improvement Plan subsequent to the completion of the Round 3 CFSR. The already identified areas of improvement are the targeted focus areas in the revised state plan. As the CFSR is completed, a more comprehensive and detailed Program Improvement Plan will articulate the strategies for specific items identified in the CFSR.

***Feedback Loop (involved or impacted by intervention)***

Oregon is implementing a continuous quality improvement effort through statewide and District review of the QBR measures to support the state plan.

Additionally, the Governor's Child Foster Care Advisory Committee and the Child Welfare Advisory Committees will receive data reports on a quarterly basis.

The Department will utilize the CFSR processes to seek parent, child, and key participant information during the case reviews.

The Department will utilize periodic surveys to youth, parents, and providers to seek feedback from clients and community partners.

## ***Update on the Title IV-E Foster Care Program Improvement Plan***

Oregon has made significant progress on the strategies outlined in the title IV-E Foster Care Program Improvement Plan (PIP) and believe the PIP will be completed by the deadline of June 22, 2016. Oregon has designed a comprehensive change to the OR-Kids (SACWIS) system to improve title IV-E eligibility and financial data. Although the design changes will not be implemented within OR-Kids by June 22, 2016, Oregon has developed an interim plan that will ensure Child Welfare title IV-E eligibility will be in compliance with the title IV-E Safety Requirements. The interim plan will require IV-E eligibility specialists to review the Safety Requirements prior to determining a child is eligible for IV-E Foster Care Maintenance reimbursement. Oregon believes this interim process will help the Child Welfare certifier's transition to the new OR-Kids system requirements (once implemented) because they will already be familiar with the need to document the approval dates of the title IV-E Safety Requirements within the OR-Kids Provider File cabinet, essentially creating an electronic record of this particular title IV-E eligibility requirement which IV-E eligibility have not been able to review because it was only available in the paper provider file.

## **4. Update on Service Description**

### ***Title IV-B, Part 1***

Title IV-B, Part 1 resources support the following services:

Addiction Recovery Teams (ART) provide Alcohol and Drug professional staff who reside in DHS Child Welfare buildings for the primary purpose of parent support. These services are focused on child welfare parents with addiction issues, the primary issue related to child removal. Their primary goals are facilitating rapid access to addiction treatment, and removing any barriers to beginning treatment. These contractors, many of whom are in recovery themselves, also monitor and support the efforts of these parents, and help them sustain their recovery. They also serve as consultants to child welfare caseworkers on matters related to addiction, treatment options, intervention, drug testing, 12 step meetings, and basic education about drug interactions.

Geographic area: This service is available statewide.

Specialized mentoring services provides individualized services for youth who have severe physical, mental, emotional, and or treatment needs and are approved by the Target Planning and Consultation Committee. This service provides strengths and needs based support to help youth develop and enhance skills that will allow them to be successful in the community through individualized mentoring experiences. These services include culturally specific experiential opportunities provided in community settings.

Geographic area: This service is offered statewide, and in other states if the designated child is placed in another state.

Placement supports provides additional supports to maintain placement stability and enhance supports for designated youth in their placement. This service is designed to support youth in the least restrictive environment and prevent the need for higher levels of care.

Geographic area: This service is offered statewide, and in other states if the designated child is placed in another state.

The Department supports child welfare training for casework staff across the state. This includes training for new workers, Trauma Informed Practice, Differential Response, and other subject matter topics.

These funds also support meeting families’ basic needs such as clothing, food, safety related items and baby supplies and housing services such as utility assistance, home repair and household necessities.

***Title IV-B, Part 2***

The funding percentage distribution is based on FY14 actuals for IV-B Part 2. This distribution complies with the requirement to spend at least 20% of the funds in each of the main programmatic areas and is reflected on the attached budget detail (See CFS-101, Part I.

**IV-B Part 2 for FY17**

	Amount	%
Family Preservation	1,012,567	25%
Family Support	1,093,572	27%
Time-Limited Family Reunification	931,562	23%
Adoption Promotion and Support	891,059	22%
Other	81,005	2%
Admin	40,503	1%
	4,050,268	100%

Title IV-B, Part 2 resources support the following services:

Title IV-B2 Family Preservation and Support Services funds are administered by the Oregon Early Learning Division (ELD). In 2014-15, funds were allocated to federal recognized Tribes, early learning hubs and direct service providers such as relief nurseries and Healthy Families Oregon programs. Title IV-B2 funds support the provision of community-based family support services in four goal areas: Early Childhood Development/Early Learning; Child Abuse and Neglect Prevention; Adolescent Risk Factors; and Child Poverty.

In Fiscal Year 2015, counties, early learning hubs and direct service providers spent these funds on parent engagement and classes, home visiting programs for parents of infants, foster care reduction activities, relief nurseries’ respite care early literacy supports, and kindergarten readiness. Relief nursery services providers spent these funds on family engagement, parent

education, respite care, therapeutic early childhood classrooms, and home visiting. Health Families Oregon funds are used to strengthen parent-child relationship to assure healthy child growth and development. In addition, through home visiting, parents are educated and supported to develop a positive relationship with their baby.

The Early Learning Division will continue to use these funds to support services designed to improve parenting skills; respite care of children; structured activities involving parents and children to strengthen the parent-child relationship; drop-in centers to afford families opportunities for information interaction with other families and program staff; transportation, information and referral services; and early developmental screening of children.

The Department provides family mentoring, parent training and therapeutic visitation services to support family reunification and family stability.

Title IV-B2 funds administered through the Department:

Recovering Family Mutual Homes serves young parents, with their children, coming out of residential alcohol and drug treatment with no community based housing. The program provides up to one year of monitored, alcohol and drug free housing, and also tracks both parent and child participation in other programs and services that will support their reintegration into the community including A&D and mental health counseling attendance, 12 step attendance and completion of formalized plans that may be in place with treatment, DHS and corrections.

Non-School Activities, Fees, Supplies: This service is for the following types of expenditures: gym/YMCA/YWCA membership, miscellaneous fees (housing applications, fishing license, passport, birth certificate, etc.), cell phone/phone card (minutes), extracurricular activities (boxing, horseback lessons, church event, cultural activities [pow wow, Quinceañera dress], sporting supplies, etc.), small furniture items, medically helpful items (iPod so youth can listen to music to calm self, guitar to help youth deal with stress, etc.), equine therapy.

Camp Conference fees are for a child or youth who attends a camp or conference: Future Business Leaders of America (FBLA) conference, 4-H camp, ILP Conference, church camp, etc.

Tribes use Title IV-B(2) funds administered through the Early Learning Division to serve the needs of their communities by investing in services, systems change, community development and capacity building that targets child maltreatment, adult substance abuse, poverty, kindergarten readiness, parent engagement and foster care reduction. Tribes also use these funds for transportation to alleviate barriers to accessing services, improving family management and life skills.

Adoption Promotion and Support Services are provided through two contractual agreements with Boys and Girls Aid Society (BGAID) and the Northwest Resource Associates (NRA), and one training project agreement with Portland State University.

The following adoption promotion and support services are provided by the Boys and Girls Aid Society.

Foster and Adoptive Parent Inquiry Line: The inquiry line is live answered during the 40 hour work week, and takes messages during off hours. This toll free number is a centralized inquiry line used as a recruitment service to potential foster and adoptive families and is a single point of entry for those interested in fostering or adopting in Oregon. BGAID also receives inquiries via the internet. In both cases, BGAID mails requesters an information packet on fostering and adopting in Oregon and refers the family to the appropriate local DHS office for follow up. In the past 12 months, 2,202 callers to the inquiry line received information regarding fostering or adopting in Oregon.

Child Specific Recruitment and Permanency Preparedness: Child specific recruitment will be covered in detail in the diligent recruitment section in this report. Child specific recruitment services for finding permanent families for children also includes permanency preparedness work using Darla Henry & Associates 3-5-7 Model. This model is a promising practice that supports the work of children, youth and families in grieving their losses and rebuilding their relationships towards the goals of well-being, safety and permanency. It is a relational practice that explores with children and youth their feelings about the events of their lives and empowers the children and youth to engage in grieving and integrating significant relationships. It is not a clinical model but supports clinical work around issues of separation and loss, identity formation, attachment and relationship building and creating feelings of belongingness.

Training: In the past 12 months, BGAID provided Foundations (Oregon's foster and adoptive curriculum) to 214 individuals and provided adoption orientation (two hours) to an additional 175 individuals.

Home Study Preparation: This is a service performed for the Department when out of state families are being considered at adoption committee for Oregon children. BGAID works with the out of state adoption workers to prepare for the presentation of the family at committee. In addition, they work with the out of state agency to help clarify Oregon's contractual requirements to determine whether the agency will accept the terms. In the past 12 months, this service was performed for 38 adoptive families.

Special Needs Adoption Coalition (SNAC) meetings: Twelve private adoption agencies in Oregon contract with the Department to provide home studies and supervision services for families who wish to adopt from the Child Welfare system, but have chosen to have their services provided by a private agency rather than the Department. The SNAC agencies are required to receive monthly training, and this training is organized and provided by BGAID under the contract. The Department contracts with SNAC agencies to provide post placement supervision.

The second contract for adoption promotion and support services with Northwest Adoption Associates is the Oregon Post Adoption Resource Center. ORPARC provides services to adoptive and guardianship families who provide permanent homes for DHS children. These

services enhance the stability and functioning of Oregon adoptive and guardianship families and their children through the provision of a support network that includes information and referral services, consultation, advocacy, response to imminent family crises, support groups, and training. In the past 12 months, 497 post adoptive and guardianship families used ORPARC services. These services were crisis/disruption related 43 times. Library resources were used by 221 persons, and 14 trainings were provided to 450 individuals.

The ORPARC services are only provided to families permanently caring for DHS children.

Oregon does not serve families who have adopted internationally. Oregon had no children enter state foster care from international adoptions during the 2015 FFY. Oregon's private agencies accredited to provide international adoption services report that any disruptions or dissolutions that occur within the families who adopt internationally become the private agency's responsibility to re-place, so it is rare that these children enter Oregon's foster care system.

The third program for adoption promotion and support services is the Advanced Training in Therapy with Adoptive and Foster Families. This program provided by Portland State University and funded by the Department is a series of advanced evidence-based courses on specialized theories and practices for treating adopted and foster children and their families. The purpose is to increase effective, accessible, and affordable mental health support by preparing clinicians and other professionals with strategies for the emotional, behavioral, and mental health issues of children with histories of abuse, trauma, and neglect. Since 2004, PSU's Department of Continuing Education and tuition dollars paid by the therapists taking the program funded its delivery while DHS provided a .5 FTE for a program director and funded individual courses for caseworkers. DCE is ending its support at the end of this academic year.

Due to the cost of the program, participation from therapists employed by county mental health organizations and CCO's, (who typically bill Medicaid) has been limited, making access to clinicians with specialty in treating adoptive and guardianship families still an issue. Starting in September, the Certificate program will be reduced from 11 to seven courses, be offered twice per year, and DHS will be providing scholarships for therapists with a priority for those billing Medicaid. Up to 63 therapists per session will be offered a scholarship to the full Certificate program and we anticipate a greatly increased pool of trained therapists to refer post permanency families to. The Department as well as ORPARC will continue to keep a directory of all clinicians in the state who have received the Certificate and helps families connect with resources in their area.

Oregon is in the process of developing additional support for adoptive and guardianship families using Title IV-E Adoptions Applicable Child Savings and is in negotiations with a program called Intercept. Using the Collaborative Problem Solving model, Intercept is a program that provides intensive in-home services to youth and their families who are experiencing crises. A comprehensive treatment approach includes family treatment, parenting skills education, educational interventions, development of positive peer groups and extensive help for families and children in accessing community resources and long-term, ongoing support. Families referred to Intercept receive a minimum of three in home contacts per week, 24 hour crisis



intervention, and small caseload attention from family specialists who are trained therapists and carry a maximum of four cases at a time. The average length of service is five to six months. Enhancing family functioning and diverting youth from out of home placements by helping their families safely maintain them in the home and community is the primary goal of Intercept.

### ***Chafee Foster Care Independence Program and Education and Training Vouchers***

The Youth Transitions team is responsible for program oversight, improvement and evaluation of transition services for foster youth ages 14 through 20 (up to 23 for Chafee ETV), as well as the runaway and homeless programs funded by Oregon's Legislature. There was staff turnover during the past year resulting in a vacancy in the Young Adult Program Coordinator position for approximately three months. Matthew Rasmussen who was in a different position within the Well-Being Unit transitioned to the Young Adult Program Coordinator position in April, 2016.

There have been minimal changes to the existing Youth Transition Services. The maximum ETV award amounts were increased, the minimum age to obtain credit reports for youth was updated, and there were additional State General funds awarded under the runaway and homeless youth program. Services are available statewide as follows:

Transition Planning – No changes from last year. As mentioned above (Goal 3) and indicated in the SWA (Item 25 Quality Assurance Systems), the Department is moving toward Performance Based Contracting (PBC) which will modify the transition planning process. While adjustments began as a means to transition to Performance Based Contracts, by including the ILP Providers in the process and a PSU Researcher, the changes will be instrumental in youth involvement and ownership of the transition planning process. Anticipated implementation date is October 2016.

Life Skills Training – No changes over the past year. However, once finalized, PBC will transform the process for conducting life skills assessments, preparing youth for transition planning and implementing life skills training and tracking outcomes achieved.

ILP Discretionary Funds – No changes. Oregon continues to allocate \$100,000 a year for ILP Discretionary funds (July 1 – June 30 each year). Based on the NYTD Data Snapshots, Oregon appears to provide discretionary funding for youth needs at a higher rate than the National data indicates other states are providing (46% versus 35%).

Chafee ETV – No change in eligibility criteria. Maximum awards did increase with the 2015-2016 academic year. Oregon increased the award amount for students age 18 – 20 to \$3,500, and \$5,000 for students between the ages of 21 – 23. Per the progress data for Goal 3, Objective 3.2, Intervention 1, Oregon is reflecting a decline in the number of youth accessing Chafee ETV funds, allowing for the increase in award amounts.

Chafee Housing – No changes at this time. Per the progress data for Goal 3, Objective 3.2, Intervention 4, the Youth Transition Team is working on adjustments to both the Chafee Housing Program and Independent Living Housing Subsidy Program, as well as a training video.

Independent Living Housing Subsidy –No changes have been implemented at this time. The Department is awaiting the outcome of a legislative concept to amend ORS 418.475. If the amendments are allowed, a policy and procedures workgroup will be developed to identify necessary changes and updates.

Summer ILP Events – Per the progress data for Goal 3, Objective 3.3, Intervention 1, a summer jobs program is being added in collaboration with HECC/CCWD and WIOA Providers. The ILP continues to sponsor the Annual Teen Conference, DREAM Conference, Native Teen Gathering and provides support for Camp To Belong.

Tuition and Fee Waiver – No changes. Per the progress data for Goal 3, Objective 3.3, Intervention 1, the Youth Transitions Team is in the process of entering into a Memorandum of Understanding (MOU) with the Higher Education Coordinating Council (HECC) to obtain data related to the Tuition and Fee Waiver, as well as the number of youth accessing WIOA services.

Credit Reports – DHS adjusted the lower age limit to 14 to begin obtaining credit reports. No other changes have been implemented.

Runaway & Homeless Programs (RHY) – The Runaway and Homeless (RHY) program at DHS has continued to support youth serving organizations around the state who work with youth not in the custody of DHS. \$1.5 million (primarily State General Funds and some SSBG funds) have been coupled with an additional \$1.6 million, thanks to a 2015 Legislative allocation. See the RHY section below for further details.

One major change to the funding of Oregon’s ILP is the provision of State General Funds to meet the Chafee grant state match requirement. Historically, Oregon has used third party in-kind services and supplies to meet the match requirement. The additional \$600,000 per year (\$1.2 million per biennium) has allowed the following activities to be funded:

- Revised the ILP Contracts to eliminate the match requirement and adjust the rate of payment. This resulted in a slight increase for all ILP Contractors.
- Training Grant Funds: \$100,000 in additional funds for the 19 ILP Contractors to allow ILP staff to obtain training on the following topic areas: trauma informed services, youth engagement, motivational interviewing, well-being/self-care, and mental health.
- Summer Jobs Program: \$330,000 to fund paid employment for up to 125 foster youth, in collaboration with the Higher Education Coordinating Commission’s Community Colleges & Workforce Development office (who have existing contracts with the Local Workforce Investment Boards and also provided \$100,000 toward the project).
- ILP Evaluation: Funding to extend the contract with New Avenues for Youth through January 2017. The contract pays for a researcher from Portland State University to review the various process and forms used by the ILP Contractor, resulting in the current Pilots being conducted (see Goal 3, Objective 3.1).
- Champions Academy: \$35,000 to send 20 youth to the Champion’s Academy summer leadership event.
- Native Teen Gathering: Additional \$2,000 to allow the equine therapy portion of the event. The equine therapy was new last year and was funded through a grant from the

Office of Equity and Multicultural Services (OEMS). OEMS was not able to provide grant funds this year. The equine therapy is an established tribal best practice as identified by the Tribal Prevention Coordinators in the 9 federally recognized Oregon Tribes.

*Expansion of existing services*

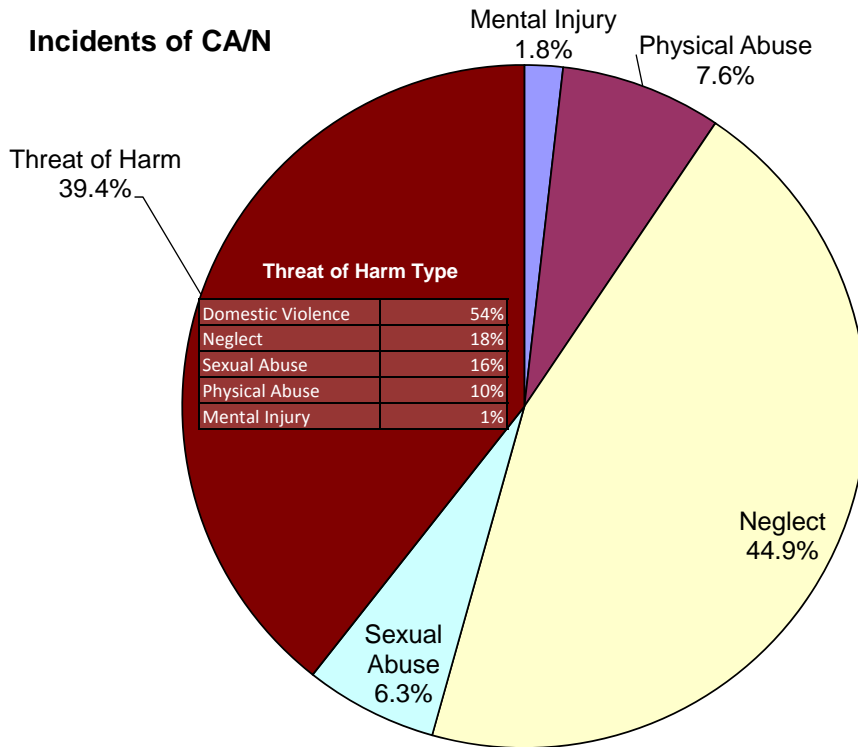
There is no significant expansion of existing services.

### *Populations at greatest risk for maltreatment*

Major problems facing families with children reported for abuse and neglect are reflected in the chart below. Neglect is the largest category of child abuse and neglect at 44.9% followed by threat of harm at 39.4%.

At 47.2 percent, alcohol and drug issues represented the largest single family stress factor when child abuse/neglect was present. The next most common stressors were domestic violence (32.6 percent) and parent/caregiver involvement with law enforcement agencies (27.0 percent). Overwhelmingly, most Districts families exhibited all three of these stress factors or at least 2 of these three. There were a few areas in the state where family financial stress was included in the top three; these were the more rural counties such as Tillamook, Clatsop, Columbia, Lake and Union. Mental illness was in the top three categories of family stressors in only 2 counties: Crook and Gilliam. Parent history of abuse was in the top 3 in Klamath, Lake, Lincoln and Malheur.

Counties are asked to review their individual data when planning and revising the service array funded through state funds and developing strong partnerships with community organizations designed to serve some of these specific needs. Additionally, counties review data regarding reasons for removal when determining their gaps and needs for Strengthening, Preserving and Reunifying Families services. These reasons include: physical abuse, sexual abuse, neglect, parent alcohol abuse, parent drug abuse, child alcohol abuse, child drug abuse, child disability, child behavior, death of parent, parent incarceration, inability to cope, abandonment, relinquishment and inadequate housing.



While all types of abuse increased from 2014, mental injury and physical abuse increased the most with mental injury increasing by 25.7% and physical abuse increasing by 14.3%.

**FFY 2014-FFY 2015 Incidents of Child Abuse/Neglect**

Abuse/Neglect type	FFY 2014	FFY 2015	Percent Change From Last Year
Mental Injury	191	240	25.7%
Physical Abuse	882	1,008	14.3%
Neglect	5,502	5,949	8.1%
Sexual Abuse	786	831	5.7%
Threat of Harm	5,079	5,215	2.7%
<b>Total Incidents</b>	<b>12,440</b>	<b>13,243</b>	<b>6.5%</b>

The Department continues the collaborative service delivery with the Department's Self-Sufficiency program and the focus on family stability within TANF. These two programs within the Department receive monthly reports on screened in reports that are also TANF recipients. The Department has engaged designated Self Sufficiency Intensive Case Coordinators through access to child welfare data in OR-Kids.

As Oregon continues the staged implementation of Differential Response (DR), approximately a 6-month period is used to help staff and communities ready themselves for implementation of DR. Part of that readiness work often involves concentrated focus on child welfare and self-sufficiency collaboration to better support families served by self-sufficiency and child welfare. This “common cases” work was often started before DR readiness, is enhanced during that time and continues beyond DR implementation.

Oregon’s primary strategy to target services to the populations at greatest risk for maltreatment is the Comprehensive Child Protective Services Assessment guided by the Oregon Safety Model (OSM). The OSM guides workers to determine when children are safe and when they are not; the safety measures to put into place when they are not safe; and whether families have moderate to high needs when children are safe. Families identified as having moderate to high needs are referred to services in the community to assist with re-connecting them to their community in efforts to help prevent future maltreatment.

An added strategy in areas that have implemented DR is the use of the Family Strengths and Needs Assessment (FSNA). The FSNA occurs during the CPS Assessment when a family has been identified by the CPS worker as having safe children and moderate to high needs. This process brings the family and a community provider together to assess the family’s strengths and needs to help prioritize service delivery strategies and the family’s most pressing needs, again to connect families to their communities in an effort to reduce the likelihood of future maltreatment.

The University of Illinois is conducting an evaluation on DR in Oregon in 3 parts: process, outcome and cost analysis. Only the interim report has been completed thus far analyzing the process. Oregon will receive a report at the end of 2016 with evaluation of DR’s impact on outcomes, one of which is effect on repeat maltreatment.

### ***Services for Children Under Five***

In 2015 the Department revised its personal care assessment tools and administrative rules to more accurately capture personal care needs of the youngest children coming into care. The Department has seen about an overall 8% increase in the number of children who are receiving personal care services, and 172 children under five received personal care services to address their identified medical needs (of a total of 270 children).

The Department refers all children under 3 for screening for early intervention services using the CPS Early Intervention Referral Form (CF 0323). The Districts throughout the state have interagency agreements outlining the referral process for the areas covered by the Educational Service District. The Department will ensure all of these interagency agreements are updated and current over the course of the next year.

The Department can offer employment related day care for certain caregivers when certain criteria have been met. The specifics of this service are detailed in CW-Im-14-004. [http://www.dhs.state.or.us/policy/childwelfare/im/2014/cw\\_im\\_14\\_004.pdf](http://www.dhs.state.or.us/policy/childwelfare/im/2014/cw_im_14_004.pdf)[http://www.dhs.state.or.us/policy/childwelfare/im/2014/cw\\_im\\_14\\_004.pdf](http://www.dhs.state.or.us/policy/childwelfare/im/2014/cw_im_14_004.pdf) At this time caregivers may be eligible for TANF ERDC when income requirements are met. The Department is also collaborating with

the state Early Learning Council, facilitated through the Department of Education. The primary liaison for this work is the Child Care Manager in the Department's Self-Sufficiency program who serves on the Child Care and Education subcommittee of the Early Learning Council. Additionally, the Department is studying the financial feasibility of supporting child care/day care for children in substitute care over the next six month period.

The Department uses the Child and Adolescent Needs and Strengths screening to assess the needs of all children coming into care. The Department has a specific tool for children 0-6, which assesses the child in 7 domains and 45 specific factors. The results of these screenings are used in case planning and service delivery.

The Department is in its second year of Differential Response implementation, although the ongoing implementation schedule is currently on pause. Outcome data will be available next year, but the draft interim year two report quotes the description of DR from the agency's website: "Differential response is central to our efforts to preserve families, keep children safe, and avoid foster care entry whenever possible." More information will be available within the next 12 months on the outcomes of this practice change.

The child welfare caseworker training includes modules on the importance of attachment and the critical nature of a young child's primary attachment figures. Additionally the newer training on trauma informed practice includes teaching worker skills to empower parents to resolve their trauma and understand the trauma their child has experienced and ways that may be displayed in actions and behaviors to support the ability to return home successfully.

Under aggravated circumstances, the Department is not required to work towards a return home and can move directly to a permanency plan. Overall, children under the age of 5 years exit care at a rate higher than children over 5 years. The Department's differential response implementation evaluation may provide additional information on specific service arrays that would reduce the length of stay for this population.

#### ***Services for children adopted from other countries***

Oregon does not provide additional services to children adopted from other countries.

## **5. Program Support**

### ***Training and Technical Assistance Provided***

Oregon continues to provide training to child welfare staff and supervisors in conjunction with the intergovernmental agreement with the Child Welfare Partnership at PSU. As reported in the Statewide Assessment completed in March, the state is undertaking a redesign of new worker training which will commence in July, 2017. The Department is also submitting a policy option package to enhance training for caseworkers and supervisors, and develop training specific to child welfare management staff.

Additionally, Oregon has a robust system of Department consultants who provide ongoing technical assistance to child welfare staff throughout the state. These consultants are assigned to

various regions; some are specific to a particular program, such as safety, differential response, permanency, or foster care, while others have expertise in specific practice areas such as substance abuse, domestic violence, education, health care, IV-E Eligibility, and so forth.

### ***Anticipated capacity building needs***

The Department continues its ongoing partnership with Casey Family Programs for ongoing technical assistance in the safe and equitable reduction of foster care. Additionally, the Independent Living program will be requesting technical assistance in the coming year. Please see the CFCIP section for additional information.

### ***Any QA, research, evaluation, management information systems implemented since 2016 APSR***

Please see the revised state plan Goal 4 for an update on how Oregon is using the QBR measures as a quality assurance/continuous quality improvement mechanism. Additionally, the Department is separately conducting evaluations on the implementation of Differential Response through the University of Illinois, the GRACE cooperative agreement through an analyst assigned to the project, and of the IV-E Waiver project, LIFE, conducted through Portland State University.

The Governor's office is conducting an independent review of child safety in substitute care, being conducted by Public Knowledge, the Department is conducting three separate internal audits of the child welfare contracted substitute care services, licensing and the investigative work on child abuse allegations conducted through the Office of Adult Abuse, Prevention and Investigation. The recommendations of the review and the audit findings will become action steps for program improvement for the Department.

## **6. Consultation and Coordination between States and Tribes**

The Tribal Affairs Unit participated in numerous activities during the course of the past year, including;

Oregon Tribal Consultations = 52	Regional ICWA Quarterlies = 8
DHS Consults at the branch or tribe = 109	Child Welfare Policy Council = 5
1270 Trainings = 4	Permanency Round Tables = 3
District ICWA Trainings = 8	Expert Witness Training = 3
Active Effort Position Meetings = 11	ICWA Search Specialist Quarterly = 5
Tribal on site Trainings – 3	Tribal Prevention Coordinators -4
Academy ICWA CORE Trainings = 10	
Senate Bill 770 Tribal Consultations with tribes = 11	

There are nine federally recognized tribes in Oregon. The formalization and active engagement of the Indian Child Welfare Advisory committee is the key to promoting a collaborative and coordinated approach to addressing child welfare along the service continuum of policy to practice improvement.



Oregon Child Welfare has for several years collaborated with the Oregon Tribes through the ICWA Advisory Committee. The purpose of the Indian Child Welfare Advisory Committee (ICWAC) is to advise, consult with, and make recommendations to the leadership of the Oregon Department of Human Services on policy, programs, practice, and data that impact Indian children who are members of eligible for membership in one or more of the nine federally recognized tribes in Oregon and Indian children, who are placed in Oregon who are members of or eligible for membership in tribes outside of Oregon, and who are involved or at risk of involvement in the child welfare system in the State. The ICWA advisory committee membership is comprised of tribal child welfare directors, and DHS program management from child welfare policy and child welfare practice areas.

The ICWAC 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 DHS and the Tribes.

2015-2016 ICWA Advisory Council Meeting Schedule:

February 18 – Salem, Oregon; May 20 – Umatilla, Oregon; July 29 – Mill Casino North Bend, Oregon; November 18 – Seven Feathers, Canyonville Oregon.

- Data – A workgroup was created that has resulted in how to meet requests for data reporting on specific elements in ICWA on on-going basis. Multiple meetings of DHS data experts, tribal program managers, and the Office of Business Intelligence have occurred with a regular data report being submitted to the ICWA advisory. A baseline has been created that provides input into 2015 improvements in DHS ability to identify and collect disproportionality data on tribal children. Improvements are continually being sought for ICWA compliance.
- The process of formalizing the Indian Child Welfare Act (ICWA) agreements between DHS and the 9 tribes is slow to be completed. The office of contracting and procurement has identified a sole source for process improvement. The ICWA agreement template has been vetted through DOJ for agreement with the 2015 BIA ICWA guidelines and is now under review for legal sufficiency. The negotiation and ratifying of 2015-2020 agreements will continue as the internal process is concluded. The ICWA agreements are different than the Title IV-E agreements (described below). The most significant difference is the ICWA agreements have no monetary considerations. Neither DHS nor the Tribes shall be required to pay any charges, including the respective salaries, supplies and other expenses. The ICWA agreements outline how DHS will ensure compliance with the Indian Child Welfare Act. The primary purpose of the ICWA agreement is:

1. To protect and further the best interests of the Tribe’s child and his or her biological family;
2. The “health and safety of the child” and insuring that the child is in a safe placement are the first concerns when providing services to a family; and
3. Where possible, the child will be raised within his or her family and that the child will be raised as a Tribal Indian.

The Klamath tribe and the Burns Paiute tribe currently have active ICWA agreements.

- Interpretation of ICWA case practice and implementation and interpretation of ICWA child welfare policy across the state has been identified as needing refinement. Using information gathered in the 2014 analysis on ICWA policy and procedure, and the 2015 ICWA guidelines, an online tutorial was developed. The online training will be provided to the child welfare case managers, ICWA supervisors, ICWA liaisons, ICWA search specialists, and to all new employees attending CORE.

#### Details on Established 2015 Goals –

Accomplishment: The ICWA consultants conducted an individual hand count of ICWA eligible and ICWA search underway status tribal children as of April 1, 2015. Data collected across all 16 districts revealed 415 tribal children were in state care that were noted as ICWA eligible. Information also revealed a 2:1 ratio of out of state tribal children to in state Oregon tribal children.

#### Accomplishment: Improvement of Serving Tribal Families –

Per the concern “Disparities and inconsistency in face-to-face visits document in OR-Kids and no consistency at face-to-face case transfer.” DHS and tribes have convened a workgroup to improve how to enter, track, and collect data with specificity to ICWA active efforts. Work is ongoing to run a query specific to identifying active efforts prior to removal. This is a known challenge to the ICWA data collection group. The design and adaption of OR-Kids pages is currently in the requirements and design phase.

#### Areas of strength:

Using Form 1270, training was developed to provide timely and comprehensive relative search completions. In most child welfare cases, active effort findings were consistently granted and noted in court orders, as well as diligent efforts to engage and communicate with tribes. Collaborative partnerships with local tribes were found in case documentation and oral reports, consistent follow-up to enroll eligible native children with their tribes.

Tribal Consultation Goals and recommended timelines: DHS conducted structured tribal consultations on Indian Child Welfare issues with each of the federally recognized tribes in 2014. The tribal affairs director and consultants visited each of the 9 tribes and related districts multiple times over the course of 2015. Case staffing between the state DHS case managers and the tribes occurred with all 9 tribes over the course of the year in person, by phone, and in court at the tribe’s request. A consistent process for individual consultation has been created and shared with the ICWA liaisons, tribes, the Active Efforts specialists, and the DHS branches. The case staffing process replicates the Permanency Roundtables Staffing tool initiated by DHS and Casey Family Programs.

Tribal Training and Technical Assistance - The Tribal Affairs Unit has developed a topical list of trainings provided specific to tribal request and individual consultations. The training and consultation collaboration includes local child welfare ICWA supports, Department of Justice staffing, and Juvenile Court Improvement Project staff.

The following trainings were provided this year:

Dates	Tribe	Number of Participants
7/21/2015	Klamath Tribe	25
5/22/2015	Warm Springs	9
2/29/15	Siletz Tribe	25
5/23/2015	Warm Springs	15
7/6/2015	Warm Springs	15
5/16/2016	Umatilla Tribe	20
5/17/2016	Umatilla Tribe	20
5/25/2016	Cow Creek	12
Jan 21-22, 2015; May 14-15, 2015; Nov 4-5, 2015	Siletz Tribe, Cow Creek, Coquille, Klamath, CTCLUSI, Grand Ronde, Warm Springs, Burns and Umatilla	35
9/16/2015	Siletz Tribe	15

Tribal involvement in the design for implementation of HR 4980 Preventing Sex Trafficking and Protecting Children Act is being conducted at the advisory and work group levels. There is participation from the Siletz Tribe, and the Grand Ronde tribe. The ICWA advisory, as a whole, have requested regular updates on the progress and how they can be responsive to the children affected. DHS is actively engaged with tribes individually with children in APPLA that will need alternate planning after October 2015. DHS has invited tribes to attend webinars on the subject, and are convening workgroups regularly to keep tribes informed.

DHS Tribal Affairs provided an inter-office memorandum to all child welfare staff on a training plan for adaption of DHS procedure and practice to the 2015 BIA ICWA guidelines.

[http://www.dhs.state.or.us/policy/childwelfare/im/2015/cw\\_im\\_15\\_004.pdf](http://www.dhs.state.or.us/policy/childwelfare/im/2015/cw_im_15_004.pdf)

On February 24, 2015, the Department of Interior - Bureau of Indian Affairs released revised guidelines specific to the Indian Child Welfare Act of 1978 ( Public Law 95-608) and have been incorporated into the Federal Register effective February 25, 2015. The revised guidelines provide additional clarity on the requirements of state courts and child welfare agencies with

regard to ICWA. The link to the revised guidelines in the Federal Register is:  
<http://www.indianaffairs.gov/cs/groups/public/documents/text/idc1-029637.pdf>

The updated guidelines help ensure tribal children are not removed from their communities, cultures and extended families. The guidelines further clarify the procedures for determining whether a child is an Indian child. They also identify the child's tribe, and notify the parent and tribe as early as possible prior to determining placement. These guidelines also provide comprehensive guidance on the application of Active Efforts to prevent the breakup of the Indian family, and clarification that ICWA's provision carry the presumption that tribal placement preferences are in the best interests of Indian children.

The Department is taking the following actions to provide this updated guidance to all staff.

1. The Informational Memorandum provided on April 8, 2015 provided notice that these guidelines are effective immediately.
2. Prior to July 1, 2015, Nadja Jones, Tribal Affairs Director and Senior ICWA Manager, in conjunction with the Child Welfare Training Unit hosted educational webinars for ICWA case carrying staff to further describe and explain the responsibilities new guidelines convey. These webinars have been converted to an online training available to all child welfare staff.
3. The Department has initiated the process of updating current Department Administrative Rules related to the implementation of ICWA. This process will be completed in compliance with the release of ICWA rules in 2016. Concurrently, the Child Welfare Procedure Manual will be updated.
4. Subject matter experts identified by the Tribal Affairs Unit will be asked to participate in the process to ensure a balanced perspective as practice and policy adaptations are made.

A webinar has been developed in partnership with the child welfare training unit. This online webinar will help DHS staff to understand the recently released Bureau of Indian Affairs Indian Child Welfare Act Guidelines. The guidelines are specific to state child placing agencies and state dependency courts. The presentation has been refined and is available on the DHS Learning Center, Course # C05728, 2015 BIA Guidelines. The training is mandatory for ICWA supervisors and case carrying workers.

The course outlines the relevant sections of the DHS child welfare manual that pertains to ICWA, how those sections are applicable to the guidelines, and offer direct practice tips for case carrying workers and their supervisors. Specific areas of focus for the participant are details on how to document identification of an Indian child, compliance in providing notice to tribes, and detailing of active efforts. Additional branch trainings will be provided on a needed basis, along with ongoing consultation by the Tribal Affairs Unit.

The Tribal Affairs Unit provides ongoing case consultation, participates in CORE training for all new child welfare staff, and investigates issues of non-compliance through individual interviews, case file review, and data collection. The ICWA advisory provides guidance to the ICWA data subcommittee to create a baseline for foster care disproportionately and length of stay in foster care. Data collected reflects six months of information and a baseline being established is

pending. The Tribal Affairs Unit will continue to partner with the local Child Welfare branches and Tribal representatives around case specific plans and data collection.

The ICWAC has completed an adaptation of an obsolete DHS ICWA checklist for current use. The tribal affairs unit will be examining the areas of the form that remain relevant and how to revise for current needs. Final form is pending from DHS Shared Services.

Contained within each branch are ICWA liaisons. In addition, several new positions have been developed to look specifically around “Active Efforts”. Each of these new positions is being utilized based on identified district need. The consultants meet with the ICWA liaisons, on a quarterly basis and the regional ICWA case specialist positions, on a monthly basis. District managers and program managers are updated by the Tribal Affairs Unit as needed. Reports of non-compliance from other non-DHS sources are investigated as well.

DHS provides state and federal funds, through different agreements, to all nine of Oregon’s federally recognized Tribes. These agreements provide additional resources for the Tribe’s Child Welfare Program. The Office of Child Welfare, Federal Policy, Planning and Resources (FPPR) unit is responsible for administering Title IV-E, Title XX and System of Care agreements with all nine Tribes. These agreements provide additional funds that assist each Tribe in providing services to tribal children and families. These agreements help support the Department’s goal to safely reduce the number of children into foster care, by helping Tribes provide services to children and families in the tribal communities.

FPPR has developed trust with the Tribes, which has led to a positive relationship with all nine Tribes. This did not happen overnight. FPPR has had the same manager and Tribal Liaison for eight years which has been the key to our success in working with the Tribes. The FPPR unit has a dedicated Federal Tribal Liaison whose sole responsibility is to provide training, technical assistance, consultation and quality assurance and process all administrative reimbursement requests for the Title IV-E agreements described below. The liaison provides daily assistance to ensure the children in Tribal custody have eligibility determinations completed and the data is accurately input into OR-Kids. The Department hosts a conference call with each Tribe once every two months. The conference calls, responding timely to requests and meeting at the Tribal offices has been essential for developing the positive relationship.

Following is more information on the different agreements the Department has with the Tribes:

#### **Title IV-E Agreements**

The Department maintains six Title IV-E Agreements with the following tribes:

- Confederated Tribes of the Warm Springs Reservation;
- The Klamath Tribe;
- Confederated Tribes of the Umatilla Indian Reservation;
- Confederated Tribes of Siletz Indians;
- Confederated Tribes of the Grande Ronde Community of Oregon; and
- The Coquille Indian Tribe.

All six agreements are identical and closely follow Title IV-E requirements. The agreements provide administration, training, and maintenance costs reimbursement. Oregon pays the tribes’

non-federal match for maintenance costs for any child in Tribal custody that is eligible for Title IV-E. The Tribal Liaison position mentioned above has been critical to ensure timely and accurate reimbursement to the Tribes. FPPR has met with each Title IV-E Tribe at least once to discuss upcoming changes to the Title IV-E agreements in the last year.

All but two of the Tribes have approved the amended Title IV-E Agreements. The Grand Ronde Tribe and Siletz Tribe continue to work with their Tribal attorney and Tribal Council to obtain approval of the amended agreement. FPPR began discussing a new Title IV-E agreement with the Burns Paiute Tribe last fall. The conversation started in earnest in March 2016 and Burns Paiute Tribe hope to implement a Title IV-E agreement in 2016. This seems to be an achievable goal because the Burns Paiute Tribe added Title IV-E language to their Tribal Code several years ago with the idea that they may move forward with establishing a Title IV-E agreement.

The most significant struggle in administering the IV-E agreements is staff turnover within the Tribal Child Welfare programs. Casework staff changes are inevitable, however leadership changes can take at least a year before the program can recover and get back on track. This will cause a delay in Title IV-E administrative reimbursement because the new manager/program director has to learn everything that must be documented and submitted prior to reimbursement. Three of the six Tribes with Title IV-E agreements have had turnover in management positions; therefore, FPPR provides additional training and technical assistance by increasing the number of visits to the Tribal office.

The Confederated Tribes of Siletz Indians received a grant to prepare for direct funding in 2009, however after all the work they completed to establish direct funding, the Tribal Council and the Siletz Social Services department decided not to pursue direct funding anymore due to the complexity. A key that enabled the Siletz Tribe to make this decision is the on-going relationship DHS has with all the Tribes. DHS takes a partnership approach with the Title IV-E agreements, therefore the Tribe felt the additional administrative requirements of direct funding was not cost effective.

FPPR completed all compliance reviews of the all the Tribes who certify foster care homes to ensure the certification met all Title IV-E requirements, specifically looking at the federal safety requirements in support of Child Welfare's Title IV-E Foster Care Program Improvement Plan.

For information regarding the CFCIP/ETV outreach to tribes, please see Tribal Goals the CFCIP section of this report.

### **System of Care Agreements**

The Department has System of Care agreements with all nine Oregon federally recognized Tribes. Oregon's System of Care (SOC) child welfare model was initiated as a result of a collaborative agreement between the department, the Juvenile Rights Project and the National Center for Youth Law. The agreement was in response to the concern that child welfare failed to meet the individual needs of children in the foster care system. The SOC funds are flexible funds to meet the individual needs of children and their families in order to promote safety, permanency and well-being, and to employ a Strength/Needs based philosophy and practice relative to child welfare. SOC is a state funded program and every biennium the Department

allocates a portion of the SOC budget to the Tribes. The SOC agreements were renewed and have an end date of September 30, 2017. Renewals to these agreements are executed after the Department receives the final approved budget from the Governor. The Department uses each Tribe's population to evenly distribute the funds between the nine Tribes. The Department provides technical assistance to each tribe's Child Welfare Program director, workers and financial offices on the appropriate use of these funds. The Tribes use these funds to provide services to families to prevent removal or to provide services to parents in order to help children return home. In 2014, the Tribes used these funds to 417 clients and the most common services provided to children and families were:

- CHSE – Housing, cleaning services, home repairs;
- CWEL – Well-being and developmental needs; and
- CTRP – Therapeutic and rehabilitative services.

### **Social Services Block Grant Agreements**

Oregon has chosen to use Title XX, Social Services Block Grant (SSBG) funds within the Child Welfare program only. This allows the Department to allocate some of the SSBG funds to all nine Tribes. The Department uses each Tribe's population to evenly distribute the funds between the nine Tribes. The Department has agreements with all nine Tribes. The Tribes use these funds to provide social services to develop, plan and deliver services to target populations within their Tribes with the assistance of DHS. Services include youth advocacy; delinquency prevention; intervention in family dysfunction and distress; alcohol and drug abuse, family and mental health counseling; day care services; comprehensive support services to families; parent and foster parent training; community awareness on child welfare status; child protective services and emergency placements; short-term, intensive residential care; and provision of culturally relevant child welfare related employee training.

In 2015 the Tribes used SSBG funds to provide services to 845 clients.

### **Title IV-B – Subpart 2**

This is the first year that Oregon DHS have entered into Title IV-B Subpart 2 agreements with the nine federally recognized Tribes. In previous years the Tribes were included in Title IV-B Subpart 2 allotments from the Oregon Commission on Children and Families (OCCF), however OCCF was disbanded in 2013. The Title IV-B Subpart 2 funds that were allocated to OCCF was transferred to the Early Learning Division (ELD). For the 2013-2105 biennium the allocation of these funds remained the same, in that the Tribes were included in the allocation of these funds to local counties. Through negotiation with the Tribes and ELD, all parties agreed that it would be more efficient if DHS would develop Title IV-B, Subpart 2 agreements. Unfortunately this took some time, therefore the seven of the Tribes just received their first FFY2015 in May 2016. DHS is still waiting for two Tribes to obtain approval from their Tribal Council in order to allocate the funds. Due to the delay in the allocation to the Tribes, there is nothing to report regarding the use of these funds. FPPR will coordinate each year on reporting the use of these funds beginning with the 2017 APSR.

## **7. Monthly Caseworker Visit Formula Grants**

Oregon has continued to utilize the resources available through the caseworker visit formula grant to provide training, and the related costs of training, to all child welfare staff in Confirming Safe Environments. This one-day training is a comprehensive training in confirming all criteria that impact a safe environment for a child. Since August, 2015, 1,893 child welfare employees have completed the training. A portion of Confirming Safe Environments curriculum has been incorporated into new worker training, but until the training re-design is complete and implemented, Oregon will continue to utilize this formula grant to train new staff, or staff who need refresher training, in Confirming Safe Environments.

Oregon's performance in face to face contacts continues to show slow improvement as demonstrated in the SWA submitted March 25, 2015. Caseworker turnover may impact some monthly contacts, as well as overall documentation of the quality of the visit as has been demonstrated in the case review process. The Department is currently considering specific instruction on face to face contact documentation requirements to further develop worker expertise in case note documentation in this particular area of practice.

Oregon is also exploring the development of a computer based training on Confirming Safe Environments. This will not be completed until full analysis of the issues surrounding safety in foster care are fully explored and the Department is confident in practice around assessments in out of home care.

The expenditures as documented on the attached CFS-101, Part III are low due to a delay in invoicing from Portland State University. This delay has been resolve with an interagency agreement requirement for a minimum of quarterly invoicing.

## **8. Adoption and Legal Guardianship Incentive Payments**

Oregon received an adoption and legal guardianship incentive award of \$29,335 for the first time since 2010. This additional resource will be utilized to secure mediation services during the course of establishing guardianship.

Currently the Child Permanency Program contracts for post placement communication mediation for adoptions but has been unable to date to provide the same mediation service then establishing a guardianship. The FY2015 incentive award will be used to extend Oregon's contracts with mediation vendors to establish post guardianship communication agreements between guardians and birth parents. Child Welfare Program Managers in the branch offices believe mediated agreements for guardianships will reduce the number of contested guardianships when birth parents can be assured of post placement contact. Anticipated outcomes for the use of the grant award include increasing timeliness to permanency and most importantly minimizing the child's loss of relationships and connections to his or her family, history and culture.



## 9. Waiver Demonstration Activities

Oregon's current waiver demonstration, Leveraging Intensive Family Engagement (LIFE), began July 1, 2015. The target population for the intervention are youth identified by a predictive analytic model 65 days after entering care who are more likely to become long-stayers (3+ years) in foster care. The identified youth and their families receive a package of specific case-planning services: an enhanced family find, structured case planning meetings with a specific focus on youth and family voice in planning, and a peer-based parent mentor for parents. Two of the three planned sites are fully implemented (two branches in Multnomah County, Clackamas County), with the third site starting up July 1, 2016.

*Safety Outcomes 1 and 2: (a) Children are first and foremost protected from abuse and neglect; and (b) children are safely maintained in their own homes whenever possible.*

Children eligible for the waiver demonstration intervention have been placed in foster care. The meeting agenda is designed around Oregon's practice model, the Oregon Safety Model (OSM). At each meeting, the facilitator and team have the opportunity to review whether there is an adequate safety plan to return children to their parent's care, and after children are placed in home the facilitator and team review the in-home safety plan on an ongoing basis to confirm that children are safely maintained in their homes.

*Permanency Outcomes 1 and 2: (a) children have permanency and stability in their living situations; and (b) the continuity of family relationships is preserved for children.*

A primary focus of the waiver demonstration is to create timely legal permanency for youth, either by a safe return home to a parent/guardian, or to a completed adoption or guardianship. The meeting agenda requires that the participants discuss the current and concurrent plans on a regular basis.

The agenda for the structured case planning meetings requires that children's well-being be discussed at each meeting. The facilitator works with each person who plans to attend before the meeting, to build the agenda. One expected outcome from this activity is that issues or concerns around stability for children will be identified early, and solutions will be found, thus increasing stability for children in their living situations.

The enhanced family find component of the demonstration focuses on finding families for children, and the facilitator contacts each identified family member and invites them to participate in case planning. Additionally, visitation and the child's attachment needs are items that can be discussed at every meeting.

*Well Being Outcomes 1, 2, and 3: a) families have enhanced capacity to provide for their children's needs; b) children receive appropriate services to meet their educational needs; and c) children receive adequate services to meet their physical and mental health needs.*

As the facilitator is considering the agenda items for each meeting, the well-being section of the agenda has the prompts to potentially cover:

1. Update from the youth
2. Social/Emotional
3. Education
4. Attachment
5. Medical/Dental
6. Placement
7. Service/support referral needs

This format supports early identification of needs, both from the foster parent and youth’s perspectives, and a venue for follow through to ensure that the identified needs are being met, in all areas of the youth’s life.

## 10. Quality Assurance System

Please see the Statewide Assessment (Attachment 1) and Implementation Supports, Quality Assurance System for information.

## 11. CAPTA State Plan Requirements and Update

### State Liaison Officer

Stacey Ayers, Safety Manager  
 Department of Human Services  
 Office of Child Welfare Programs  
 500 Summer Street NE  
 Salem, OR 97301  
[Stacey.ayers@state.or.us](mailto:Stacey.ayers@state.or.us)

<https://www.oregon.gov/DHS/CHILDREN/ADVISORY/Pages/capta.aspx>

### Child Protective Services Workforce Data

Number of Employees	Degree Descriptor
4	Associates in a Non-Related Field
3	Associates in a Related Field
144	Bachelor's Degree in a Non-Related Field
920	Bachelor's Degree in a Related Field
15	Master's in a Non-Related Field
74	Masters in a Related Field
94	Master's In Social Work
26	No Degree
79	Degree Code Unknown
<b>1359</b>	<b>Total</b>

Data received from Human Resources.

There have been no substantive changes to state law relating to prevention of child abuse or neglect.

**Juvenile Justice Transfers**

Twenty youth were transferred to the Oregon Youth Authority during the most recent FFY.

**Sources of Data on Child Maltreatment Deaths**

Child maltreatment fatality information in Oregon is gathered from multiple sources including:

- Child Abuse reports from mandatory and voluntary reporters
- Child Protective Services Assessment (including interviews of parents, children and others familiar with the family as well as observations)
- Child Protective Services history
- Law Enforcement Investigations (collaboration and reports)
- Medical Examiner reports
- Medical documentation if related doctor or hospital visit
- Oregon Health Authority, Division of Public Health (Vital Statistics is within Public Health, but the information gathering is from multiple sources within the Division)
- State Child Fatality Review Team (a multi-disciplinary team including state level representation)
- Local Child Fatality Review Teams ( a multi-disciplinary team including local representation from the community where the death occurred)
- Child Death Review Data System

There have been no significant changes from the state’s previously approved CAPTA plan. Please see below for the description of the use of CAPTA funds for the past year.

<b>Child Protective Service (CPS) Coordinators – 2 FTE</b>	
<b>CAPTA Sections 106(a)(1), (3), (4), (5), and 106(b)(C)(ii), (iii)</b>	<b>CPS Areas All 16 areas</b>

Child Protective Service (CPS) Coordinators play a critical role in the intake, assessment, screening and investigation of reports of child abuse or neglect. CPS Coordinators develop policies and procedures and provide training and consultation to program administration and staff to assure consistent and appropriate CPS response. This consultation and training also extends to the public and community partners.

CPS Coordinators also participate in the design, development and implementation of modifications and enhancements to the State Automated Child Welfare Information System

(SACWIS). This is Oregon DHS Child Welfare system of record, tracking reports of child abuse and neglect from intake through final disposition.

These positions work in partnership, under supervision and direction of the CPS Program Manager. The CPS Coordinators develop and implement strategies for more effective communication between the State's central program office and child welfare field offices on policy and practice issues. In addition, they focus on providing greater statewide consistency in child welfare practice through child welfare policies, administrative rules, procedures, forms, and guidelines. Both positions participate in quality assurance reviews of CPS practice and performance.

**Responsibilities:**

- Provide statewide technical consultation to District managers, Child Welfare Program Managers, supervisors, child welfare caseworkers and community partners on CPS program and practice.
- Evaluate effectiveness of CPS policy, performance, service delivery and outcomes.
- Coordinate training with other state agencies.
- Improve communication between the central program office and local field offices.
- Participate in the State's child welfare Founded Disposition review process.
- Conduct quality assurance reviews of CPS/Child Welfare practice, procedures and performance.
- Provide technical consultation to community partners and the general public on sensitive, high profile and high-risk family abuse situations.
- Provide support and technical assistance to the CPS program manager in research, policy and protocol development and legislative tracking.

**A. Child Protective Service Coordinator – Position 1  
Summary of Activities from June 2015 through May 2016**

- 1) Developed and implemented a comprehensive Foster Care Review Tool and led 15 cross programmatic staff in the statewide review of all foster homes with Founded Dispositions from the previous year.
- 2) Collaborated with community partners in Multnomah County, Oregon's largest county by population, including Dept. of Justice Attorneys, Defense Bar and Judicial Officers to develop and write curriculum for Oregon Safety Model training for legal partners. Training consisted of one full day for legal partners in Multnomah County as well as regular mini practice trainings for Judges during the lunch hour over a period of 12 months. A similar training is being developed for the Oregon Judicial Department, and the Juvenile Court Improvement Plan (JCIP) that is intended to be provided to judicial partners in multiple regional locations. This training will be provided during the next FFY.
- 3) Developed training, tools and talking points for child welfare staff regarding new CPS assessment rule requiring Department staff to seek legal intervention when a child or perpetrator parent must remain out of the home following a ten-day protective action or safety plan.
- 4) Completed multiple comprehensive file reviews on child welfare cases that resulted in poor outcomes for children.

- 5) Led a 6 month pilot utilizing the Confirming Safe Environments Tool to assist in the assessment of foster home abuse. This required attendance at all Post Staffings on foster home assessments in Multnomah County to collect data and coach staff on using the CSE Tool.
- 6) Provided multiple trainings on the Oregon Safety Model to community partners including DOJ and other community service providers.
- 7) Developed review tool for re-abuse and led Child Safety Team members in reviewing a sampling of cases in identified counties.
- 8) Facilitated weekly phone call sessions for OSM consultants.
- 9) Assisted the Domestic Violence Coordinator in development of updates to the Domestic Violence Guide for Child Welfare to ensure Oregon Safety Model concepts are updated and accurate.
- 10) Provided ongoing training to child welfare staff on developing Conditions for Return and writing Expected Outcomes on permanency cases.
- 11) Participated in a reviews of comprehensive safety assessments in DR counties.
- 12) Partnered with the Drug and Alcohol Specialist to provide training on Mandatory Reporter Training and OSM overview to D&A treatment providers.
- 13) Participated in ongoing design sessions for Oregon's statewide-automated computer system, OR-Kids, to insure adherence to CPS policies and best practice in the system.
- 14) Completed sensitive case and CIRT reviews to identify systemic issues.
- 15) Reviewed and edited curriculum for Portland State University's Child Welfare Partnership to ensure compliance with OSM and policy.
- 16) Participated in the ongoing Founded Child Protective Services (CPS) Assessment Disposition Review Committee (appeal process).
- 17) Coordinated file reviews on Family Support Services cases to identify eligibility compliance at screening and assessment.
- 18) Coordinated file reviews on sufficiency of safety plans on a large sample of cases statewide.
- 19) Provided ongoing OSM training and support to DHS Districts 9, 12, and 13.
- 20) Provided three-hour training on Oregon Safety Model practice to M.S.W. students at Portland State University.
- 21) Provided monthly training to permanency supervisors in Multnomah County, focusing on the Protective Capacity Assessments and Expected Outcomes.
- 22) Developed and facilitated ongoing peer-to-peer consultation on permanency cases in Multnomah County.
- 23) Developed OSM presentation and co-presented with child safety program manager at a statewide Program and District Manager's Convening.
- 24) Developed OSM desk guide for Program Managers.
- 25) Provided OSM case consultation and facilitated practice discussions at statewide Program Managers meetings.
- 26) Developed and facilitated mini training for Program Managers on Safety Plans versus Placement Support Plans in foster homes. This mini training will be utilized at Supervisor Quarterlies for spring 2016.
- 27) Partnered with CPS Coordinator (position #2) to develop tools and presentation for staff on Missing Child/Young Adult pursuant to HR4980. Facilitated Child Safety Team to provide the presentation to all staff regarding the new federal laws on identifying children and young adults who are at risk or victims of sex trafficking. Provided the presentation to over 150

- caseworkers, supervisors and program managers in Multnomah County. Over 500 staff were provided information on how to implement the new federal laws.
- 28) Developed agenda and facilitated reinstating the Child Safety Spring Quarterlies for CPS Staff around the state. Six locations hosted caseworker, supervisors and program managers. Facilitated the development of four workshops for the quarterlies which focused on CIRT cases and poor outcomes regarding case practice issues.
  - 29) Developed Family Support Services training on the Determination of Service Need Assessment which was used at Teen and Permanency Quarterlies.
  - 30) Assisted in developing OSM QA/Fidelity Tools for CPS Program and Ongoing/Permanency Program.
  - 31) Provided OSM overview and training on how to monitor child safety through home visits and face to face contact for Probation Officers involved in the Family Sentencing Alternative Program Pilot program.

This position also works on a variety of workgroups and committees, including:

- Oregon Child Welfare Governance Committee
- Oregon Child Welfare Training Advisory Committee
- Oregon Child Welfare Refugee Committee
- OR-Kids Design Team
- Consultant Quarterly Facilitator
- Child Welfare OAAPI Child on Child Abuse
- Centralized Screening Advisory Committee
- Permanency Advisory Counsel
- Child Welfare Redesign Evaluation Subcommittee
- Juvenile Court Improvement Project/OSM Training committee
- Central Office Founded Disposition Committee
- Trafficking Intervention Advisory Committee

## **B. Child Protective Service Coordinator – Position 2**

### **Summary of Activities from April 2015 through May 2016**

- 1) Drafted amendments to Oregon Administrative Rules (OAR) to implement the sex trafficking related elements of HR4980. Put together and coordinated a rule advisory group to assist in reviewing the draft elements that consisted of representatives from varied agencies that partner with Child Welfare in addressing sex trafficking in Oregon.
- 2) Modified OARs to continue to improve use of Oregon's new Differential Response system.
- 3) Began drafting amendments to OAR and creating new OAR to address Oregon senate bill 1515 pertaining to screening, investigation and ongoing safety and well-being of children and young adults in child caring agencies. Related to (10) below.
- 4) Revised and drafted new sections of the Child Welfare Procedure Manual to address identification of a child or young adult as a sex trafficking victim, sex trafficking related services, and missing children and young adults.
- 5) Created and revised forms and pamphlets, including forms for engaging families cooperatively and voluntarily, de-briefing a child or young adult who was on the run,

- developing a run prevention plan, and determining if a child or young adult is a sex trafficking victim or at risk of being a victim.
- 6) Coordinated Founded Dispositions reviews.
  - 7) Served as policy expert in trials.
  - 8) Assisted with reviews of critical cases.
  - 9) Advised administrators on critical issues.
  - 10) Provided ongoing consultation within Child Welfare and to other State agencies and external agencies.
  - 11) In role of audit team member, reviewed the sufficiency of child abuse investigations involving Department of Human Services licensed child caring agencies and the process for ensuring the ongoing safety and well-being of children and young adults in these child caring agencies.
  - 12) Facilitated CPS case reviews for quality assurance.
  - 13) Reviewed child abuse and neglect fatalities.
  - 14) Analyzed legislation, as needed.
  - 15) Trained staff and community partners on mandatory reporting of child abuse, as well as trained staff on how to train on mandatory reporting of child abuse.
  - 16) Modified and continued to facilitate training on the documentation of CPS assessment dispositions and the founded disposition review process.
  - 17) Collaborated on enhancing the electronic information system to ensure consistency between OAR and the system that supports casework staff.

This position works on a variety of workgroups and committees, including:

- Administrative Rule Advisory Committees
- Rule writing workgroups
- CPS Assessment Disposition Review Committee
- Forms Committees
- Policy Councils
- Law Enforcement Data Systems meetings
- State Child Fatality Review Teams
- Child Welfare, Office of Child Care, Self Sufficiency, and Background Check Unit cross-communication meeting
- Legislative meetings
- Cross Department Information Sharing meetings

<b>Child Welfare Alcohol and Drug Addiction Education and Training</b>	
<b>CAPTA Sections 106(a)(1), 106(a)(6)(A) and (C), and 106(a)(13)(B)</b>	<b>CPS Areas All 16 areas</b>

The Oregon Department of Human Services (DHS) has continued contracting with nationally recognized trainer, Eric Martin, to deliver alcohol and drug education, and training modules for DHS child welfare caseworkers. In addition, legal advocates and DHS partners who refer, and work with, clients involved with Oregon’s child welfare system, receive this training. As drug

trends change from time to time, marijuana has evolved as one of the most needed subjects for training. In 2012, Washington, adjacent to Oregon, legalized recreational use of marijuana. Oregon followed suit and approved recreational marijuana in November 2014. (Oregon legalized medical marijuana in 1998.) Oregon since then has announced the retail sales of marijuana edibles, marijuana extract products and marijuana infused drinks to begin in June of 2016. With the increasing use of medical marijuana, and legal recreational use made legal, Oregon has looked at practice and policy changes and the challenge of another new drug that may harm children, primarily through marijuana edibles.

While Oregon's decriminalization of marijuana, and the potential for increased use creates a new need for accurate information, opiates remain the greater problem and Martin will continue to emphasize both opiate abuse, and the need to work with clients involved in Medication Assisted Treatment (MAT) in his Oregon trainings. Over the past six years, Oregonians have continued to increase their use of illicit drugs, including opiates, prescription pills, and heroin. Methamphetamine remains a primary drug of abuse in Oregon, and Martin continues to provide trainings on child safety and parental functioning issues related to the use of methamphetamine.

Mr. Martin also delivers education and intervention classes directly to parents in the child welfare system about the chronic use of marijuana. Martin has tracked these trainings and participants continue to report a very positive response in terms of how they think about their use of marijuana, what they know about the dangers of this drug, and how they will consider it in their future. With recreational use legalized this class remains more important than ever.

From July 01, 2015, through June 30, 2016, Mr. Martin will complete 20 one-day training sessions:

- Fourteen (14) training sessions on addiction and drug specific topics; and
- Six (6) parent education/intervention classes on chronic marijuana abuse.

Parents, in recovery from their addiction and had their child welfare cases successfully closed, often participate in these training sessions through presentations to caseworkers.

These training strategies not only allow caseworkers to talk directly with clients who have come through the system, but also empower parents to understand the part they play in the training of workers who will be dealing with addiction in their future of managing child welfare cases.

### ***Update on Services to Substance-Exposed Newborns***

Oregon's Administrative Rules (OAR) 413-014-0114 (49) Defines substance in the following way:

"Substance" means any controlled substance as defined by ORS 475.005, prescription medications, over-the-counter medications, or alcoholic beverages.

Oregon law prohibits a CPS investigation unless a child was born however, OAR's allow the Department to document reports of prenatal substance abuse that may impact an infant once delivered.



OAR 413-015-0210 (4) (C) (i) Directs that a report will be closed at screening if the report indicates there are no children in the home and is about an expectant mother who is abusing substances during her pregnancy. Additionally, Oregon’s Child Welfare Procedure Manual (Chapter 2, Section 9, Page 5) guides workers to notify hospitals when a report of this nature has been closed at screening. Below is an excerpt of the procedure manual:

When a screener completes a closed at screening related to an expectant mother, consider sending a hospital alert letter. Although alert letters are not mandatory, they are regularly used by screeners. This practice is often revealed during screening reviews are conducted and screeners articulate that letters were sent. Additionally, it is not unusual for the Department to receive reports from medical staff as a result of receiving an alert letter. There is no metric regarding the number of times an alert letter is sent. *Hospital alerts are directed to “public” or “private officials” at hospitals. These “officials” include licensed practical and registered nurses, psychologists, licensed clinical social workers, licensed professional counselors, and physicians, including interns, residents, and naturopathic physicians. The Department sends the letters to provide information to officials at the hospital where the child may be born so these officials can determine whether to make a mandatory or voluntary report to the Department.*

**TIP**

The alert letters:

Include information to identify the woman;

State that the woman’s newborn may be subjected to child abuse, and in particular, threatened harm to a child, which means subjecting a child to a severe risk of harm to the child’s health or welfare; and

Explains why the newborn may be subjected to danger.

Additionally, OAR directs that screeners must consult with a supervisor when a decision is made not to refer for assessment a report of a baby who is born with substances in his or her system. When determining a disposition related to a child who has been exposed to substances in utero, Pursuant to OAR 413-015-1000 (3)(d)(A)(iii) unlawful exposure of a child to a substance that subjects a child to severe harm to the child’s health or safety is considered a form of neglect (physical neglect). Additionally, in order for a worker to conclude this type of disposition there must be a medical finding that supports this determination. This may include a positive drug screen or a determination by medical staff that the child is suffering from withdrawals which may occur in the absence of a positive drug screen.

Oregon Law specifically identified health care providers responsible for the care and delivery of infants affected by illegal substance abuse or withdrawal symptoms resulting from prenatal drug exposure, or a Fetal Alcohol Spectrum Disorder are mandatory reporters and are required to immediately cause a report to be made.

In Oregon, a determination that a child suffers from FAS or is experiencing withdrawals is a medical diagnosis and as such, follow up care, including hospitalization is determined by medical staff.

Over the course of the past two years the ROM report indicates a slight increase in the number of children under 1 where the removal reasons included parent drug use. While this data reflects substance use by the parent, it does not imply a direct link to substance exposed infants. Nor does it reflect any clinical diagnosis of substance exposure or FAS/FAE. It is indicative of a potential population of young children who may need specialized care.

Work is also underway to have an early medical screening upon entry into care. Results of these efforts will be reported in the next annual report, as well as in any PIP actions that may result from addressing children’s medical needs subsequent to the Round 3 CFSR review. Please see the data below.

**Children Entering Foster Care during Calendar Years 2014 and 2015  
less than 1 year old at Time of Removal**

<b>Removal Includes Parent Drug Use</b>	<b>2014</b>	<b>2015</b>	<b>Grand Total</b>
Yes	350	388	737
No	314	304	618
<b>Statewide Totals</b>	<b>663</b>	<b>692</b>	<b>1,355</b>

Data Source: ROM OR.06 Removal Reasons for Children Entering Foster Care. Children may have multiple removal reasons. Data pulled 6/7/2016.

***Update on steps to address sex trafficking***

Oregon Child Welfare is making numerous changes to administrative rule, procedure and forms to implement changes in practice that support the identification of children and young adults (age 18 through 20) who are sex trafficking victims and who are at risk of being sex trafficking victims and to support the provision of services for children and young adults who are identified as being victims or at risk. Oregon implemented in 10/01/2015 the first changes which included necessary definitions such as “sex trafficking” and requirements for caseworkers when a child or young adult is missing and when located. Specifically:

When a child or young adult is missing:

- Make immediate efforts to locate the child or young adult
- Ensure the court and legal parties to the case are notified

When a child or young adult is located:

- Determine the primary factors that contributed to the child or young adult being missing
- Address the primary factors that contributed to the child or young adult being missing

- Determine the child or young adult’s experiences when missing
- Determine if the child or young adult is a sex trafficking victim or at risk of being a victim
- Ensure the court and legal parties to the case are notified the child or young adult has been located

The related procedures go into detail on how to fulfill the requirements sufficiently and three forms (identification of sex trafficking victim status, run de-brief, and run prevention plan) were developed for additional support to the changes.

While Oregon implemented changes to address children and young adults who are missing first, Oregon is next implementing changes requiring caseworkers to always be filtering information gathered or observed for indicators that a child or young adult may be a sex trafficking victim. This does require additional administrative rule changes and some procedure and form modifications. Oregon has draft administrative rule, procedures and forms developed since the summer of 2015 and is actively working to finalize those drafts over the month of June 2016.

In conjunction with the finalization of draft administrative rules, procedures and forms an implementation plan is being finalized June 2016. It is important to note that the training of casework staff began last year with the first implementation (Please see details in Oregon’s Training Plan.). Also, as part of the initial effort a large group of representatives were invited to participate in the drafting of administrative rules, procedures, forms and overall implementation discussions and many have continued to be ongoing resources. Those invited included representatives from:

Child Welfare Child Safety Program, Child Welfare CSEC unit, Independent Living Program, Runaway Homeless Youth/Young Adult Program, Child Welfare Partnership, Multnomah County CSEC, Department of Justice Crime Victim’s Compensation, FBI, SARC, PSU College of Urban and Public Affairs, School of Community Health, Oregon Foster Youth Connection, Oregon Foster Parent Association, Oregon Foster Parent Association, Janus Youth Programs, Lifeworks, Coalition of Girls, Hood River District Attorney office, Looking Glass Youth & Family Services Inc., Morrison Child and Family Services, Portland Police Bureau, Child Welfare caseworkers and supervisors, US Attorney’s office, Multnomah County Sherriff’s Office, Oregon Health Authority Addictions and Mental Health Division, Clackamas County Juvenile Justice, young adults, Oregon State Police, and Oregon Judicial Department.

In addition, Oregon Child Welfare is already finalizing design enhancements to the electronic information system (OR-Kids) to assure the system supports the implementation. This includes adding sex trafficking as a type of abuse. A guide to the system related changes is being drafted for inclusion in training as well.

Please see Attachment 2 regarding Oregon’s Assurances from Governor Kate Brown.

Please see Attachment 3 for the report of the three CAPTA citizen review panels.

Please see Attachment 4 for Oregon’s response to the CAPTA citizen review panels’ recommendations.

## 12. Chafee Foster Care Independence Program

### Collaboration

In addition to the stakeholders identified in Item 31 of the CFSR Statewide Assessment (SWA), Chafee Attachment I summarizes activities the Youth Transitions Team implemented related to collaborative efforts (meetings, trainings, focus groups, workgroups, and advisory groups) to forward the goals of the Department for teens and young adults in care. The Independent Living Program (5 FTE), Young Adult Program (2 FTE) and the Education Coordinator (1 FTE) compose the DHS Youth Transitions team. Additional details regarding those collaborations are outlined in the CFCIP sections of this report.

### Update on Assessment of Performance

The Youth Transitions Team has adjusted or eliminated Measures over the course of this past year, based on feedback from the 5 year planning workgroup members and ability of the measure to adequately reflect progress toward accomplishing the goal(s). The adjusted measures are listed in the Plans for Improvement and Progress Made to Improve Outcomes sections. Data collection efforts are currently underway and the Youth Transitions Team will continue to prioritize projects to align with goals set and other recommendations of the 5 year planning workgroups.

### Plans for Improvement and Progress Made to Improve Outcomes.

Over the past year, the Youth Transitions Team has worked in conjunction with youth, Independent Living Program Contractors (includes local non-profit organizations, governmental agencies, and Workforce Innovations and Opportunity Act agencies), Oregon Foster Youth Connection (OFYC), management teams and others listed on Attachment 5 to refine goals, measures and benchmarks for the 5 year plan. Many of the community partners are assisting the Youth Transitions Team with implementation of key activities.

- *Revisions to Goals, Objectives and Interventions from the 2016 APSR*

**Goal 3:** *Children in Oregon have permanency and stability in their living situations: family and sibling connections are preserved during the course of a child welfare intervention in the family and children achieve timely permanency.*

**Objective 3.1:** Improve caseworker involvement with families and children in care.

**Intervention 2:** Implement comprehensive youth involvement in transition planning.

**Measure:** Youth are involved in transition activities which are documented in the case record.

**Benchmark:** 75%, current baseline is 57.8 % using FFY2015 data in table two below. (OR-Kids Transition Tab.)

**Children with Completed Youth Transitions on the Permanency Plan**

	FFY 2013	FFY 2014	FFY2015
Number of children in foster care age 14 or 15 on last day of FFY and on APPLA plan or age 16 and over on last day of FFY	1,933	1,892	1,744
Number of children in foster care age 14 or 15 on last day of FFY and on APPLA plan or age 16 and over on last day of FFY with at least one entry on the Youth Transitions tab of their Permanency Plan	1,486	1,348	1,207
Percent of children	76.9%	71.2%	69.2%

FFY 2015 data downloaded 5/13/2016, FFY 2013 and FFY 2014 data downloaded 6/18/2015

The table below shows the FFY 2015 data for all youth (removed the APPLA criteria) age 14 and older with a completed Transition Plan on the Permanency Plan page in OR-Kids.

**Children with Completed Youth Transitions on the Permanency Plan FFY2015**

	Age Group 14-15	Age Group 16-17	Age Group 18-20
Number of children in foster care age 14 or over on last day of FFY	692	761	729
Number of children in foster care age 14 and over on last day of FFY with at least one entry on the Youth Transitions tab of their Permanency Plan	186	451	625
Percent of children	26.9%	59.3%	85.7%

Data Source: OR-Kids and Administrative Data. Data downloaded 6/23/2016.

The updated data reflects the new federal requirement to assist foster youth age 14 or older to craft a transition plan. Given the new criteria, there are 2,182 children who should have a transition plan. Of those, 1,262 children had a transition plan in OR-Kids, for an overall 57.8% Met. This is lower than the Met for FFY2015 before the definition was changed. The updated data for FFY2015 includes an additional 438 children needing a transition plan. However, only 55 more children met the measure, under this expanded definition. The 2015 data cannot be trended against FFY2013 and 2014 data, since the definition was changed.

**Measure:** Youth members are included on Rule Advisory Committees (RAC) and assist with updating or creating policies and forms related to teens and young adults in foster care.

**Benchmark:** 60%, Number of RACs in which youth are members is <50%.

**Progress:** Over the course of the past year, child welfare has held 6 RACs in which youth were not participants due to rule revisions being not applicable to youth (such as child support referrals and reimbursement for funeral expenses). Scheduled RAC for the foster youth savings accounts includes 2 youth of the nine invitees.

**Measure:** Increase in Foster Parent Training Attendance (specific to homes serving youth age 16 and older)

**Benchmark:** 75%, current baseline is 12.7% (Training Unit data from Oct – Dec 2015)

Children by Age Range Cared for by Trainees  
(foster parents & relative caregivers only)

<b>Training</b>	<b>District</b>	<b>0-8 yrs</b>	<b>9-15 yrs</b>	<b>16+ yrs</b>
CPR and First Aid	3, 15, 4, 8, 5	31	13	<b>4</b>
Desarrollar la Capacidad	2	14	15	<b>8</b>
Effects of Trauma on Learning	5	9	7	<b>1</b>
Facilitating Developmental Attachment	15	4	0	<b>0</b>
Foster to Adoption Shift	4	7	4	<b>1</b>
Los Parientes Como Cuidadores	5	6	6	<b>2</b>
Loss and Grief	7, 14	16	8	<b>2</b>
Loving and Letting Go	1	5	1	<b>1</b>
Parenting a Child with Special Needs	11	12	6	<b>4</b>
Parenting from the Heart and Brain	7	17	11	<b>0</b>
Parenting in the Digital Age	8	7	7	<b>0</b>
Positive Behavior Management	2	24	5	<b>7</b>
Promoting and Maintaining Cultural Identities of Youth	12	1	5	<b>2</b>
Resolviendo Problemas En Una Forma Cooperativa	16	3	5	<b>2</b>
Taking Note of Your Work with DHS	2	1	3	<b>2</b>
Trauma Informed Parenting	14	14	7	<b>4</b>
<b>Total # Attending Training:</b>		171	103	<b>40</b>

Total # Attending Training: 314  
**% of Teen Foster Parents Trained: 12.7%**

**Progress:** The data currently available to the Department captures only the training recorded through the PSU contracted classroom trainings. As additional training data becomes available, more reliable information will allow a more complete analysis of the service provision and/or additional identified needs.

**Measure:** Increase the number of foster youth and young adults receiving Mentoring services.

**Benchmark:** 25%, current baseline is 6.3% of youth in care received Mentoring services.

(OR-Kids Mentoring service, all types)

Data Source: OR-Kids services

Children Age 14 and over Receiving Mentoring Services	FFY 2015	FFY 2014	FFY 2013
Children in Foster Care age 14 or older at start of FFY period and served by one or more Mentoring Services during the period	155	109	142
Total Children in Foster Care age 14 or older at start of FFY period	2,465	2,487	2,620
Percent of Children in Foster Care age 14 or older at start of FFY period and served by one or more Mentoring Services during the period	6.3%	4.4%	5.4%

FFY2015 Data downloaded 5/13/2016, FFY2014 and 2013 Data downloaded 6/16/2015

**Progress:**

Several of the Key Activities are being implemented or addressed. However, Oregon is not yet seeing improvement in the measures as most interventions are in the early stages of development or testing/piloting.

As indicated in the SWA Item 12, some assessment delays are due to wait lists. The ILP has worked to eliminate wait lists for contracted ILP services across the state in a recent round of contract amendments (to be effective 7-1-16), which should eliminate delays in youth obtaining life skills assessments.

Unfortunately, the measure that youth are involved in transition activities which are documented in the case record shows a decline over the past three years. FFY2013 showed a high of 76.9 percent, FFY2014 dipped to 71.2 percent and FFY 2015 dropped to 57.8 percent. An overall drop of 19.1 percent. The decline may be attributed, in part, to the fact the workload model is only 86.9 percent funded, resulting in higher caseloads per caseworker and overall less time for caseworkers to address the transition planning needs of each youth. The change in ILP eligibility may have also inadvertently added to the drop in timely life skills assessments. In July 2014, the minimum age requirement was adjusted to age 16. This change resulted DHS workers being responsible for assisting 14 and 15 year olds (on an APPLA plan) with the required life skills assessment and creation of a transition plan. Caseworker workload increased further with the federal change to include all youth age 14 and older in transition planning, regardless of their permanency plan and eliminating APPLA for youth younger than age 16.

As indicated in the SWA (Item 25 Quality Assurance Systems), the Department is moving toward Performance Based Contracting (PBC). The ILP’s PBC Outcomes Workgroup has been meeting since May 2015. The work being conducted to implement PBC for ILP Contractors will not only address Objective 3.1, Intervention 2, but will provide better outcomes data, and help to inform ratings for SWA Items 12, 13 (youth indicated not a strength) and 14.

During the course of this past year, the Department has piloted a new life skills assessment in several counties. The pilot counties represent both urban and rural areas of the state. The following ILP Contractors and DHS branches began phase II of the pilot on May 1, 2016:

- Dist. 1 ILP: Tillamook YMCA (all youth in Clatsop & Columbia Counties, 5 – 7 youth in Tillamook)
- Dist. 2 ILP: New Avenues (7 – 10 youth, Portland – may be shifting to use with all youth)
- Dist. 2 ILP: Impact NW (7 – 10 youth, NE Portland)
- Dist. 4 ILP: Community Services Consortium (all youth, Lincoln County)
- Dist. 4 DHS: Lincoln Co. Branch (all 14 & 15 year olds, any older teens on a wait list)
- Dist. 4 DHS: Benton Co. Branch (all 14 & 15 year olds, any older teens on a wait list)
- Dist. 5 ILP: Looking Glass (5 - 10 youth, Eugene)
- Dist. 6 & 7 ILP: Bob Belloni Ranch (all youth Douglas, Coos, Curry Counties)
- Dist. 9 ILP: CAPECO (2 – 4 youth, Pendleton/Umatilla area)
- Dist. 11 ILP: Integral Youth Services (all youth Klamath and Lake Counties)
- Dist. 15 & 16: LifeWorks NW (5 from Washington & 5 from Clackamas Co.)

Results from phase I of the PBC Outcomes Workgroup pilot are indicating the new life skills assessment/Discussion Guide is helping to improve rapport between youth and their ILP worker in a shorter amount of time than the traditional ILP assessment process (Casey Life Skills Assessment). The new assessment is receiving good reviews from both ILP Providers and youth. If caseworkers can implement the process with fidelity to the model they will have a better understanding of the youth's needs and, during their face-to-face meetings, be able to discuss whether and how those needs are being met by the current services (CFSR Item 14). The Youth Transitions Team will need to conduct periodic reviews regarding branch compliance of the new Discussion Guide/assessment and transition planning process to ensure fidelity to the model. The Youth Transition's Team would like to receive technical assistance from the Capacity Building Center for States regarding such reviews. Anticipated implementation of the new process is January 2017 for DHS Caseworkers (October 1, 2016 for the ILP Providers).

The Youth Transitions Team is hopeful the new intake process for ILP services and preparation for transition planning will inform CFSR Item 13 ratings (involvement in case planning). Per the SWA, a youth focus group indicated a desire for more involvement in the case planning process, particularly transition planning. Through the PBC pilot, youth are assisting to test a new process and forms. The feedback survey in the pilot includes a section for youth input on the process and forms. The hypothesis is through a more personal, relaxed, yet detailed planning process both caseworkers and youth will gain a better perspective of the youth's knowledge and abilities, be better equipped to participate in the transition planning process and youth will be willing to work on areas they have helped to identify as needing improvement. The result will be increased youth satisfaction with involvement in the planning process.

In addition, the field has requested a checklist of all requirements for teens age 14 and older. Once created, the checklist will assist caseworkers to easily track the various documentation and service provisions the Department is required to provide youth. The checklist is a unique tool to track youth transition requirements and separate from the 90 day case supervision tool created in the Round 2 CFSR PIP with a focus on case planning review. The transition checklist will assist caseworkers in identifying each of the required transition activities for youth, beginning at age 14, in transition to adulthood. The current case plan document articulates the child's functioning and needs, information regarding placement, and information regarding services, etc. For



children age 14 and older the comprehensive youth transition plan is attached to the case plan. The Youth Transition Specialist will create the checklist document by January, 2017.

As previously mentioned, a baseline of 12.7 percent of foster parents caring for youth (ages 16+) who are receiving teen related training has been set, based on the last quarter of 2015, per the Training Unit. The Training Unit has been able to adjust the registration sheet for in-person trainings to capture the age of the child(ren) under the foster parent's care. This change enables accurate tracking. Plans are underway to fully utilize the provider records in OR-Kids which will allow for more robust tracking capabilities.

One new training resource for foster parents, caseworkers, and other supportive adults is the creation of the Responsible and Prudent Parenting (RPP) video. The video is the result of a partnership with the Oregon Foster Youth Connection and DHS Child Welfare. People involved in the making of the RPP video include: OFYC youth members, DHS Caseworkers, and foster parents. The information about this video has been posted on the agency's website in multiple locations. The Action Request notifying all staff of the video can be found at: [http://www.dhs.state.or.us/policy/childwelfare/ar/2016/cw\\_ar\\_16\\_002.pdf](http://www.dhs.state.or.us/policy/childwelfare/ar/2016/cw_ar_16_002.pdf)

The Measure to increase the number of foster youth and young adults receiving Mentoring services has room for improvement. The Mentoring services have fluctuated over the past three years, resulting in a slight increase of just under one percent, from 5.4 percent in FFY2013, to 4.4 percent in FFY2014 to 6.3 percent in FFY2015. The baseline has been set at 6.3 percent. The Youth Transitions Team has been in conversations with the Institute for Youth Success, FosterClub, and ASPIRE in attempts to determine a developmentally appropriate mentorship model that could be implemented statewide. However, with the pending cut in federal allocation, this goal may need to be adjusted, or other funding avenues explored.

**Objective 3.2: Children in foster care will receive educational, health and dental care, mental health care, and social services appropriate to meet their needs and ensure children are well cared for.**

**Intervention 1:** Each school age child receives appropriate educational and employment services.

**Measure:** The number and percentage of youth completing high school having completed an NCRC assessment collected by the Employment Department. This Measure has been eliminated. While the NCRC has been embraced in a few communities, the Employment Workgroup members do not believe the NCRC is widely recognized across the state, nor is it a good indicator of the Intervention to ensure "each school age child receives appropriate educational and employment services."

**Revised Measure:** The percentage of foster youth receiving career preparation services.

**Benchmark:** 55 percent. The baseline average is currently 48%.  
(Data source is NYTD Data Snapshot, Oregon Services FFY11-15)

This Measure was adjusted to eliminate overlap with Goal 3, Objective 3.3; improve access to employment services for older youth and young adults. The adjustment will also allow for capturing all youth served, versus only youth who complete the NYTD Survey.

**Progress:**

The SWA review of Item 16 consistently indicates educational needs are being addressed and youth are receiving educational services appropriate to meet their needs (92% of the time).

In addition to the efforts mentioned in the SWA for Item 16, the Youth Transitions Team has been involved in the following activities and partnerships to increase educational success for youth in substitute care:

- A permanent, full time, Education Coordinator position was created to help coordinate efforts to increase education outcomes for children in foster care.
- DREAM Conference: Focus is post-secondary (employment and education/training) and is hosted on the Western Oregon University Campus (4 days/3 nights in dorms, eating at the cafeteria, experiencing university classrooms). In addition to the various workshops, the Conference includes a College, Career & Resource Day where, in 2015, over 21 partners hosted display tables including, but not limited to: Foster Care Ombudsman, two (2) colleges, six (6) universities, two (2) vocational schools, a credit union, Airforce, Polk Mental Health, auto shop owner, FosterClub, OFYC, HALO, Tosh Quartz, CASA, and Vocational Rehabilitation Services.
- The Department has an excellent working relationship with ASPIRE (Access to Student assistance Programs In Reach of Everyone), a program of the Higher Education Coordinating Council (HECC). ASPIRE collaborations include:
  - The Career and College Collaborative (C3) project. See Attachment 6 for more details.
  - ASPIRE Mentors – Several ILP Providers have committed to help connect youth in high school to ASPIRE mentors. If a youth connects with ASPIRE, they are able to apply for the ASPIRE Summer Bridge Program. The Summer Bridge Program connects youth to supports on the college campus they plan to attend.
  - Annual ASPIRE Fall Conference – Each year the Youth Transitions Team facilitates a foster youth panel and a Foster Youth Resources workshop at the Fall Conference. Main participants are ASPIRE Mentors, who are located in many Oregon high schools. DHS does have 75 slots for ILP Providers, DHS and Tribal caseworkers, foster parents, and CASAs to attend. The Chafee ETV and Tuition and Fee Waiver information is infused in the training materials provided to all ASPIRE Mentors attending the conference.
  - 2016 Reach Higher Oregon Summer Summit – This is a new event occurring in July 2016. The ILP is assisting with funding for the event. The target audience is school counselors, both secondary and post-secondary. ILP Providers and caseworkers may attend. The Child Welfare Education Coordinator and the Child Welfare Nurse will present a workshop on working with foster youth. The ILP Coordinator and ILP Education Fiscal Assistant will present a workshop on foster youth resources.

- Peer Mentors – in conversations about how to incorporate second or third year college students as mentors for high school students. Barriers include funding. Conversations continue.
- Passport to College Conference, Washington State – in May, the Child Welfare Education Coordinator attended with a group from Oregon representing Portland Community College (PCC), Western Oregon University (WOU), and Polk County Youth Services ILP.
- PCC Fostering Connections Advisory Group – both the Education Coordinator and Youth Transition Specialist sit on the advisory group.
- Membership on the State Advisory Council for Special Education (SACSE) for the Oregon Department of Education – The Education Coordinator is a member of the Advisory Council.
- Membership on the Oregon Department of Education State Plan for chronic absenteeism.
- Collaboration with the Oregon Department of Education regarding the implementation of the foster care provisions of the Every Student Succeeds Act.
- DHS is partnering with the Oregon Department of Education Child Nutrition grant, to enhance their data system to be able to automatically enroll foster children in Free and Reduced Lunch Program in 2017. This may eventually enhance the ability to data share between the two state agencies.
- DHS is working with Oregon Department of Education on a cost sharing education transportation agreement.
- The Education Coordinator provides training regarding the needs of children in foster care to DHS caseworkers, foster parents, and school administrators.
- The Education Coordinator provides cross-system consultation with the liaison at the Oregon Department of Education for DHS caseworkers and supervisors.

The number of youth who have received Career Preparation services has ebbed and flowed over the past five years, with a high of 52 percent (FFY 2013) to a low of 44 percent (FFY 2012), for an average of 48 percent. During FFY2015, approximately 47 percent of all youth who received an independent living type service, received Career Preparation services (see Attachment 8 for a history of independent living type services captured through the NYTD Data Snapshot). Oregon appears to be providing Career Preparation services at a higher rate than nationally (47% versus 39%). This appears to have had an effect on employment rates (see goal 3, Objective 3.3, Intervention 1). Academic Support has been on a steady rise until 2015 when there was a dip to 51 percent. Post-secondary Support saw a spike in services for two years (2012, 2013) to 34 percent, then a decline over the next two years to 27 percent in 2015.

Of the youth served by an ILP Contractor, 338 received post-secondary information or training through a special activity, outing or conference. One hundred nine youth participated in graduation celebrations, 90 youth attended career fairs, 139 youth attended a college tour and 32 youth attended a Job Corp tour (per the ILP Provider Annual Report, Attachment 9).

Youth continuing their education after high school and obtaining a Chafee Education and Training Voucher (ETV) have been on a steady decline since reaching a high of 322 youth during the 2009-2010 academic year. There was a slight increase for the current 2014-2015 academic year to 247 youth (versus 243 for 2013-14 academic year). Completion rates for first

time recipients also appears to have dropped significantly almost across the board; community colleges down 7 percent, Proprietary schools down .01 percent, four year public Universities down 33 percent. The one area with an increase was the four year private schools with 67 percent completion rates, up 33.7 percent from 33.3 the previous year (per the OSAC graduation rates report, Attachment 10). However, the 67 percent completion rate is a drop from the 2006-07 rate of 100 percent and the 2007-08 rate of 70 percent. One reason for the decline of academic support and completion rates could be the improvement in the economy in recent years. Youth are now able to obtain employment straight out of high school, so the need to continue their education and training is not as urgent or as high a priority for them as previous years. The NYTD Cohort 2, FFY16 Report Period A, data seems to support this analysis (see Objective 3.3 below for further details). Additional details regarding post-secondary supports are provided in the Chafee Education and Training Voucher section of the ASPR.

**Intervention 4:** Implement standard review that children are in safe environments appropriate to meet their individualized needs.

**Measure:** Number of young adults (ages 18 -20) in foster care with a written agreement between caregiver and young adult. (Instruct on template, Housing Agreement Service) This measure has been **eliminated**. The Department has made a decision not to add a new, non-paid service into the OR-Kids database in an attempt to track this measure. However, the use of the Placement Expectations Agreement (for youth ages 18 – 20) remains a key activity as a means to achieve the intervention.

**Progress:**

The Youth Transition Specialist was successful in achieving the Key Activity of creating a template for the Placement Expectations Agreement between foster parents and young adults (ages 18 – 20). The purpose is to aid in placement stability by improve understanding of expectations between foster youth and caregiver. The Placement Expectations Agreement (Chafee Attachment VI) is currently being piloted in five counties as follows: District 4 (Linn/Benton/Lincoln), District 5 (Lane), Districts 6 (Douglas), 7 (Coos/Curry), District 10 (Jefferson/ Deschutes), and District 11 (Klamath/Lake). Participants are being asked to provide feedback on the following items: length of time to complete, rate the experience, age of youth involved, youth feedback on process/form, caregiver feedback on experience, recommendations for improvement, and did the form assist with the discussion. Responses will be summarized and reported next year.

Known housing options for young adults in foster care at this time include: Center Court Commons run by Catholic Community Services in Salem; Neighborhood Economic Development Corporation (NEDCO) apartment complex in Eugene, Oregon Trail tri-plex run by The Next Door Inc. in The Dalles, Molalla House in Oregon City, and Avenues to College run by New Avenues for Youth in Portland. The District 2 Teen Transition Specialists also assist youth to apply for and obtain Family Unity Program (FUP) vouchers and Domestic Violence grants when needed. The Youth Transitions Team will continue to assist in identifying appropriate housing options for young adults who remain in care, as well as those who have been dismissed from DHS custody at age 18 or older, who are not yet age 21. Efforts and accomplishments will be reported next year.

The following identifies the number of youth accessing the Independent Living Housing Subsidy Program, Chafee Housing Program and funds expended in each program area:

FFY 2015 amount paid on services that had a transaction date and service date in the period

Housing Service	2014 Count of Children	2015 Count of Children	2015 Amount Expended	Total amount Expended by Prog. Area	2014-2015 Difference in Expenditures
Chafee Housing - Monthly	41	48	\$ 101,190.00	\$ 115,746.93	\$ 7,639.93
CHAFEE Housing Emergency/Start-Up	12	11	\$ 10,105.43		
One-time Housing - Chafee	11	5	\$ 4,451.50		
One-time Housing - Subsidy	4	7	\$ 8,758.50		
Subsidy Emergency/Start-Up	66	42	\$ 29,154.76		
Youth on Housing Subsidy - Monthly Payment	133	116	\$ 346,645.99		

There was a small increase in on-going Chafee Housing services (7 youth, or a 17% increase), with an increase of expenditures of only 7 percent. Youth accessing the one-time Chafee Housing program fell by 6 youth or 54 percent. Youth accessing start-up/emergency funds decreased by one youth (8%), but expenditures rose by \$5,000 or 103 percent. This is reflective of the rising housing costs, including deposits youth must pay to access housing (which is often doubled due to a lack of rental history).

The Subsidy Program had a decline of 17 youth (12%) accessing on-going housing, a decline of 24 youth (36%) accessing emergency/start-up funds, and an increase of 3 youth (75%) accessing the one-time Subsidy. Another sign of the rising costs, even though the decline was 36 percent for emergency/start-up, the amount of funds accessed only decreased by 27 percent. The decline of youth accessing the Subsidy Program could be reflective of the continuing decline of older teens remaining in foster care as reflected by the overall ILP eligible population of 1,392, a decrease of 122 youth or 8 percent.

Teens in foster care are declining at a higher rate than other children in care. The overall foster care population in 2015 fell by 205 youth or 1 percent. The decline may be influenced by a multi-year effort Oregon made to facilitate Permanency Round Tables for youth on APPLA plans in every county in Oregon. The focus of the round table staffing was to identify and problem solve barriers to permanency for youth who were on APPLA plans, and in the same placement for 2+ years. In preparation for the round tables, all ongoing Child Welfare workers also received training around the value of permanency for all youth in foster care.

The following table outlines the past 4 years data for youth who have left foster care at age 18 or older:

**Youth Exiting Foster Care on/after Turning 18, by Age**

Age	18	19	20	21	TOTAL
FFY2015	186	95	56	58	<b>395</b>
FFY2014	159	88	65	45	<b>357</b>
FFY2013	163	75	41	16	<b>295</b>
FFY2012	210	100	52	63	<b>425</b>

FFY=Federal Fiscal Year

While a few housing options appropriate for those older youth who may re-enter foster care have been created, the overall effort to implement policy to allow re-entry had been stalled. The Well-Being Unit previously determined a legislative action was necessary to move forward with a re-entry policy. However, in preparing for the legislative request, and after a recent review by a Senior Federal Policy Analyst and the Federal Policy Planning Manager, it was determined no legislative action is necessary. Plans are underway to acquire an MSW intern to assist the Young Adult Program Coordinator with researching best practices, crafting policy and procedures to allow foster care re-entry for those youth who exit care at age 18 or older. Progress will be reported next year.

A legislative concept was submitted this year to request an adjustment to ORS 418.475. The request was to allow more flexibility in the productive hours and to allow time-limited exceptions to the rules, on a case-by-case basis. If the amendment is allowed, a workgroup will be formed to assist in creating the new policies and procedures. Progress will be reported next year.

As mentioned previously, the PBC Outcomes pilot and forms will allow for better tracking of outcomes being achieved by the ILP Providers. The new Monthly Services and Progress Report will also allow for data to be collected on how well youth are progressing through the various stages of learning (Stage 1=awareness, Stage 2=knowledge and Stage 3=application of skills learned). See Attachment 7 for a copy of the new Monthly Services and Progress Report.

A housing training video has not been implemented. The Youth Transitions Team will work to identify the following groups to participate in a training video: youth who have experienced the ILP Housing Programs (both successfully and not as successful); caseworkers with young adults on their caseloads; ILP Providers, foster parents, other supportive adults, housing entities and landlords or property managers. Progress will be reported next year.

**Objective 3.3: Improve access to employment services for older youth and young adults.**

**Intervention 1:** Collaborate with public and private workforce systems to allow foster youth to experience developmentally appropriate approach to employment services.

**Measure:** Increase percentage of foster youth participating in paid employment

**Benchmark(s): 15%** The current baseline is 10% for the 17 year olds.

**50%** The current baseline is 41% for 19 year olds.

**75%** The current baseline is 65% for 21 year olds.

(Data source is NYTD Data Snapshot, Oregon FFY11-14, Cohort 1.)

The Measure was adjusted, dropping reference to apprenticeship/internship programs, for the following reasons: when using the NYTD Survey Element 39 (employment related skills) as the data source, it overlaps with the Employment Elements 37 and 38, as all three Elements may include paid employment. The 21 year old population was added to the Benchmark of 75 percent of young adults will participate in paid employment.

**Measure:** Participants are increasing their salary if employed. (This requires an MOU or data sharing agreement with Employment Dept. for data).

**Benchmark:** Baseline will be determined in 2016.

The Department is in the process of obtaining an agreement with the Employment Department to track wages. The Department anticipates having data for FFY2016.

**Measure:** Increase the number of foster youth who are enrolled in WIOA (Workforce Innovations and Opportunities Act) funded programming.

**Benchmark:** Baseline will be determined in 2016.

The year for establishing the baseline was moved to 2016, when the Department will finalize a data sharing agreement with the Higher Education Coordinating Council.

### **Progress:**

Final baseline data was obtained for all three Cohort 1 NYTD populations (Baseline-17 year olds, Follow-Up 19 year olds, and Follow-up 21 year olds). Data provided in the most recent Oregon NYTD Data Snapshot for Cohort 2 indicates the following:

- Career Preparation services hit a high of 52 percent in FFY 2013, has since declined to 47 percent of youth served in 2015.
- Employment Program or Vocational Training has been on a steady decline over the past three years. FFY2012 showed a service rate of 27 percent versus FFY2015 at 17 percent.
- Employed full-or part-time dropped by 1 percent for 17 year olds.

The ILP Provider Annual Report indicates the following outcomes related to youth served by an ILP Contractor (services dates: 7/1/14 – 6/30/15):

- 259 youth were enrolled in Vocational Training or College program (decrease of 13% from the prior year)
- 615 youth were employed (increase of 39%)
- 29 youth completed Vocational Training or College (163% increase)

The NYTD survey data for Cohort 2, Follow-up 19 year olds (report period A, 10/1/15 – 3/31/16) indicates the following, for those youth who responded to the specific questions:

- 14.4 percent of youth were employed full-time.
- 22.1 percent of youth were employed half-time
- 34.6% of youth were employed full- or half-time (1.9% of youth reported having both a full-time and half-time job)
- 30.6 percent of youth received employment related skills training.

Based on the above data, Oregon was able to achieve increased youth participation in paid employment. The data also seem to support the notion of the declining enrollment in college or training programs is due to more youth entering the workforce.

DHS has also been successful in creating an internal Workforce Roundtable to review methods for collaboration and combining funding for employment projects. Holding quarterly employment resource alignment meetings was a Key Activity for Objective 3.3 and is being performed on a regular basis. It was the collaborative planning process of this committee that helped shape the Summer Jobs Program for foster youth. The ILP has entered into an Interagency Agreement with the HECC's Community Colleges and Workforce Development office to implement the program. The ILP is providing \$330,000 and HECC is providing \$100,000, to the Local Workforce Investment Boards, to assist with costs of wages, taxes, and administration of the Summer Jobs Program. The goal is to serve approximately 125 youth through the program. The intent was to serve the entire state. However, the Local Workforce Investment Board's (LWIB) Northwest Region (serving DHS District 1 and Benton and Lincoln Counties) has backed out of the project due to turnover in local providers as a result of a recent Request For Proposals process. The ILP is planning to conduct focus groups after the summer to discuss successes and barriers the WIOA providers encountered in trying to serve foster youth, and obtain feedback on the referral process from DHS staff and ILP Providers. Attempts to conduct focus groups with foster youth are also planned to determine the youth's perspective of the experience. Results will be provided in next year's report and will help to inform the Key Activity of implementing a team to identify needs and resources for foster youth.

The ILP Providers also collaborate with local employment entities such as: Employment Office, One Stop Centers, Vocational Rehabilitation Services/Youth Transitions Programs, Job Corp., Goodwill Industries, Apprenticeship Programs, Career and Professional programs. See Chafee Attachment IV for details on other collaborations and outcomes achieved by the ILP Contractors.

The Department is in the process of implementing two MOUs; one with the Employment Department and another with the Higher Education Coordinating Council (HECC). With the vacancy in the Young Adult Program Coordinator position earlier in the year, these items have been overlooked. The ILP Coordinator is currently in discussions with the HECC to determine



parameters. The newly hired Young Adult Program Coordinator will work to re-engage the Employment Department. The projected date to complete these efforts is September 30, 2016.

Until the above MOUs are implemented, the Department cannot provide data on two Measures; 1) Participants are increasing their salary if employed, and 2) Increase the number of foster youth who are enrolled in WIOA funded programming.

**Intervention 2:** DHS caseworkers, ILP Providers, Foster Parents and other key partners are aware of employment resources. This Intervention has been eliminated due to the impossible task of tracking websites, web pages, and notifications sent to the field. However, the Department will continue to provide data on the ILP website and partner with appropriate entities to share information. Notifications will continue to be issued to the field identifying employment resources for foster youth.

**Goal 4: Service Equity: Oregon will provide equal access, excellent service and equitable treatment for all children in Oregon.**

**Objective: Oregon will reduce the disproportionate numbers of children of color in substitute care.**

**Intervention 1:** Oregon will reduce the disproportionate numbers of children of color in substitute care.

**Measure:** Representation of children and young adults of color receiving independent living services (contracted ILP or other IL type services).

**Benchmark:** Children of color receiving IL type services will be equal to or greater than the number of children of color in foster care

Youth Services (FY 15 total served: 1,908 youth)	Oregon NYTD Snapshot: Includes information about all youth who received at least one independent living service paid for or provided by the state CFCIP agency.			
<b>Characteristics of youth receiving services (FY 15)</b>	Male	43%	In foster care	84%
	Female	57%	In federally recognized tribe	5%
	White	82%	Adjudicated delinquent	2%
	Black	15%	Receiving special education	28%
	American Indian	12%	Age range	14-23
	Other Race	3%	Mean age	17
	Hispanic	14%		

**FFY 2015 Youth Served in ILP by Race**

Primary Race Label	Number	Percent
African American	140	10.1%
Asian	13	0.9%
Caucasian	963	69.2%
Hispanic(Any Race)	179	12.9%
Native American	87	6.3%
Pac. Islander	7	0.5%
Unable to Determine	3	0.2%
<b>Total</b>	<b>1392</b>	<b>100.0%</b>

**FFY 2015 Total Children Served in Foster Care by race**

Primary Race Label	Number	Percent
African American	<b>745</b>	6.6%
Asian	<b>73</b>	0.6%
Caucasian	<b>7,872</b>	70.0%
Hispanic (any race)	<b>1,752</b>	15.6%
Native American	<b>596</b>	5.3%
Pac. Islander	<b>48</b>	0.4%
Unable to determine	<b>152</b>	1.4%
<b>Total</b>	<b>11,238</b>	<b>100.0%</b>

**Progress Measures: Goal 4, Objective, Intervention 1:**

Baseline was set for all youth receiving an “independent living type” service using the NYTD Data Snapshot Report, Youth Services section (Attachment 8). Additional data for the Contracted ILP Services was obtained from the Office of Business Integrity, along with the number and percentage of all children in foster care, by race. With the exceptions of Hispanic (any race) and Caucasian, ILP Providers served youth at the same rate as all children in care. However, when you look at the NYTD Data, it appears Hispanic and Native American youth are receiving ILP services at a slightly higher rate. The NYTD data reflects the majority of youth served (88%) are still in foster care. It appears the Department is meeting the Measure. The rates will continue to be monitored and reported next year.

○ *Implementation Supports*

- Data System: In order to efficiently track statewide implementation of ILP Performance Based Contracting outcomes, updates to the OR-Kids ILP Unbundler page and the Youth Transitions Tab must be built and implemented into the OR-Kids system.
- Policies: To allow implementation of foster care re-entry and recommended adjustments to the housing requirements, policy updates are needed. As previously mentioned, plans are underway to involve an MSW intern to assist the Young Adult Program Coordinator with research on best practices and policy writing to incorporate foster care re-entry for those youth who have been dismissed from DHS custody at age 18 or older, who are not yet age 21.

- The Youth Transition’s Team would like to receive technical assistance from the Capacity Building Center for States regarding sustainability of, and fidelity to, the new transition planning model currently being piloted (from initial assessment to implementation of services).
- *Feedback Loops*  
 In addition to the feedback loops mentioned above, the Youth Transitions Team provides updates on progress and outcome data with the following partners and stakeholders: youth (via PBC Pilot, summer ILP teen events, FaceBook, FosterClub electronic notices and email updates), Oregon Foster Youth Connection (OFYC), FosterClub, ILP Providers, Child Welfare Program Managers, DHS ICWA Advisory Committee, DHS Workforce Roundtable, Oregon Health Authority (OHA), Vocational Rehabilitation (VR), Aging and People with Disabilities and Developmental Disabilities (APD/DD), Self Sufficiency Programs/TANF, runaway & homeless youth (RHY) providers, secondary and post-secondary education and training institutions/agencies, workforce agencies, and the Higher Education Coordinating Commission (HECC), including Community Colleges & Workforce Development (CCWD), ASPIRE, and the Office of Student Access & Completion (OSAC).

Activities **achieved** for FY2016 include:

**Youth Served/Services Provided:** See the progress data for Goal 4, Objective, Intervention 1. Listed below is the number of youth served by ILP contractors and non-paid services provided:

Count of children served in ILP by Service Area for FFY 2015

SERVICE AREA	Numbers	Percent
ILP Life Skills - Paid	1392	88.6%
ILP Life Skills - Unpaid	63	4.0%
ILP Subsidy Placement	116	7.4%
Total (contains duplicate count)	1571	100.0%

\*From obi dw

The overall number of youth served by ILP contractors declined by six percent. Unpaid ILP life skills services declined by 40 percent, and Subsidy placements declined by 14 percent. However, when viewing the NYTD Data Snapshot for Oregon, it appears there are a significant number of youth receiving IL type services from other sources. The NYTD Report shows 1,908 youth receiving services. One area that may be responsible for the difference are the services/items purchased using the ILP Discretionary Funds. Youth as young as 14 may access the ILP Discretionary Funds, as well as older youth who are not enrolled in ILP services. Any ILP Discretionary Funds issued are tied to a particular service, which allows for the reporting for the NYTD data. The actual number of youth receiving IL type services may be even higher than reported. We know there foster parents and other community partners who may be providing services to youth at no cost. Entry of non-paid services into OR-Kids is a

very low priority for caseworkers to enter, given other federal and state requirements. The data will be tracked and reported next year.

Following are the outcomes as reported by the ILP Contractors for youth served:

<b>ILP Provider Reported Outcomes</b>	
205	Graduating with diploma (Regular or Modified)
44	Obtaining a GED
259	Vocational Training or College Enrollment
615	Employed (Full / Part-Time)
1274	Healthcare Access
977	Healthy Relationships
971	Community Connections
892	Permanent Connections
1039	Adequate / Appropriate Housing
1328	Increased Skills
29	Vocational Training or College Completion (License, Certificate or Degree Obtained)
896	Housing Stability
235	Youth living without agency maintenance

As reported in the Goals section of the report, education completion rates have declined over the past year, employment rates have increased. There are several new outcomes the ILP Providers reported on this year, as follows: Healthcare Access, Healthy Relationships, Community Connections, Permanent Connections, Adequate/Appropriate Housing, and Housing Stability. Comparisons will be available next year. See the ILP Provider Annual Report (Attachment 8) for data on special activities, outings, and conferences youth were able to attend.

The chart below, identifies the number of youth who obtained a credit report and the outcomes of those inquiries. The 14 and 15 year old population was included for one month in FFY2015, as this was a new requirement effective September 2015. To date in FFY2016 the number is more representative of the number of youth in care between the ages of 14 – 15. The numbers overall appear to be low given there were over 2,000 youth between the ages of 13 – 17 in foster care during FFY 2015 (per the 2015 Child Welfare Data Book). While there was turnover in the staff position responsible for pulling the reports, and there are children in this age range that remain in care for short periods of time, a review of the “birthday batch” report function process may be necessary. The birthday batch looks at the child’s birthday month and the following month, as the report runs the month after the youth’s birthday. Therefore, any youth who enters care three or more months after his or her birthday may not appear on the list of youth eligible for a credit report until his or her next birthday. The Young Adult Program Coordinator will research whether the birthday batch process is missing a significant number of youth. The results of the research will be reported next year.

### Number of Youth Who Obtained Credit Reports

Age Group of Youth	October 1, 2014 – September 30, 2015			October 1, 2015 – March 30, 2016		
	Credit Request Submitted	Fraudulent Reports Disputed	Resolution Letters Received	Credit Request Submitted	Fraudulent Reports Disputed	Resolution Letters Received
14 and 15 years old	55	6	6	170	15	3
16 and 17 years old	697	34	34	204	21	2
18 years old	50	5	5	23	8	4
19 years old	36	7	6	9	10	3
20 years old	19	8	7	14	9	0
Individual Requests	180	<i>Included in total</i>	<i>Included in total</i>	66	<i>Included in total</i>	5
<b>TOTAL</b>	<b>1,037</b>	<b>60</b>	<b>57</b>	<b>486</b>	<b>63</b>	<b>17</b>

#### Notes/ Comments

**2015** - Disputed 60 reports, resolutions 57. Two disputed reports were due to various combinations of names used on reports (first, middle, last. - first, last, middle, etc.). The credit bureau sent the resolution letter to youth as they were older than 18 yrs.

**2016** - Dispute numbers are low due to social security number verification for the youth who do not have SSN cards when coming into care. Social Security Card replacements are only permitted four (4) per person in a lifetime. Recent conference call with credit bureaus was held to discuss different options for verification of youth SSN. As of July 2016 - changes are being implemented to alleviate this issue.

**Implement the PBC Outcomes Pilot.** Per the progress data for Goal 3, Objective 3.1, Intervention 2, the Youth Transitions Team has successfully implemented Phase II of a pilot to put the forms, practice tools and approaches created into practice. Phase I feedback seemed to indicate the goal to actively involve youth in all transition planning activities was being positively affected. However, no DHS branches were part of Phase I piloting. We are currently in Phase II of the pilot (includes two DHS branch offices).

**Placement Expectations Agreement.** Per the progress data for Goal 3, Objective 3.2, Intervention 4, the Youth Transitions Specialist was successful in finalizing the template recommended by the Transitions Workgroup. The document is currently being piloted through early October 2016. While the Measure is being eliminated (due to lack of ability to capture use of the template), the Youth Transitions Team will continue to monitor implementation and use. Progress will be reported in the Chafee portion of next year's report.

**Improve access to employment services.** See the progress data for Goal 3, Objective 3.2, Intervention 4.

**Summer Events:**

- Annual Teen Conference –75 youth attend the 4 day, 3 night event. Note: 90 youth had registered, 15 youth did not show due to obtaining jobs, going on vacation, or lack of interest.
- DREAM Conference –85 current and former foster youth participated in the event.
- Native Teen Gathering –17 youth attended the event. New this year was the equine therapy component. Youth thoroughly enjoyed the added activity. Plans are currently being implemented to improve outreach to both the Tribes and DHS staff. The event is contracted to serve 50 youth.
- Camp to Belong: The ILP funded 20 youth between the ages of 14 – 20 to attend the event. Due to an increase in costs, the ILP will only fund 18 youth this summer (cost for the ILP remains at \$10,000).

**Support for age or developmentally appropriate activities:**

- ILP Discretionary Funds - \$100,000 has been allocated to the Districts and Tribes to allow caseworkers and ILP Providers to assist youth with accessing and participating in activities. Types of items or activities funded include: camps (sports, cheerleader, horse, clubs, leadership, cultural), apartment application fees/deposits, bicycle/gear, boxing/gym membership, bridesmaid dress, bus pass, cell phone/minutes, musical instruments (partial payment), bedding, computer, CPR/First Aid class, school credit recovery, driver’s permit/license, supplies for Job Corp/NW Youth Corp, food handlers card, GED fees, graduation packets, passport, housing start-up kits, ID cards/replacements, interview clothing (former foster youth only), work clothing/equipment, personal safe, printer, prom outfit/dress, Rent Well class, school fees, swim lessons, vehicle repair/parts, sports fees, high school supplies and cultural/community connections (pow wows, regalia, Quinceanera dress/party, etc.). The following outlines youth served by the ILP Discretionary funds:
  - July 1, 2014 – June 30 2015: 556 youth served
  - July 1, 2015 – May 30, 2016: 477 youth served (partial year)
- Driver’s Education Course fees – up to \$50,000 is available through an Oregon Department of Transportation grant (DHS is reimbursed as eligible youth complete a course). The ILP has also set aside \$25,000 for youth who do not meet the ODOT eligibility criteria (over age 18). The number of youth served:
  - Youth served by ODOT Funds (youth under age 18)
    - 7/1/13 – 6/30/14, 47 youth served
    - 7/1/14 – 6/30/15, 29 youth served
    - 7/1/15 – 3/31/16, 44 youth served
  - Youth served by ILP Funds (primarily, youth age 18 and older)
    - 7/1/13 – 6/30/14, 33 youth served
    - 7/1/14 – 6/30/15, 27 youth served
    - 7/1/15 – 3/31/16, 41 youth served
- Oregon Foster Youth Connection (OFYC) – DHS entered into a contract agreement with Children First for Oregon/OFYC (through 6/30/2017). The contract is for \$165,750 to support the following activities:
  - Organizational Capacity (\$60,000)

- Coordinated, supported and training engagement of youth (\$35,000)
- Program Based Tasks (\$20,750) - both the training video regarding Reasonable & Prudent Parenting and the informational flyer regarding savings accounts have been completed.
- Leadership Development (\$50,000) Following is a chart showing membership:

OFYC Members	2011	2012	2013	2014	2015	2016
Active Members	38	30	47	29	31	25
Interested/Inactive Members	35	60	67	145	52	119/67
Adult Advisors	10	8	9	9	13	6
Interested/Inactive Advisors	5	2	4	14	7	10
Active Community Supporters	2	27	38	32	24	19

### Support for GLBTQ and Transgender Youth:

People Respecting Individual Differences Everywhere Employee Resource Group (PRIDE ERG) for the Department of Human Services (DHS) continues to meet monthly and make positive improvements to the child welfare system by: supporting DHS in assuring safe, affirming, and equitable service provision and care for LGBTQ identified youth and families; providing resources and tools; supporting staff; enhancing foster parent recruitment; partnering with community based service providers; and raising awareness and skills of our staff and caregivers regarding sexual orientation, gender identity and gender expression (SOGIE) by creating relationships, organizing LGBTQ specific training and events, and disseminating information.

Additional language has been incorporated into Oregon Administrative Rules (OAR) and agency materials, to enhance awareness of non-discriminatory practices and expectations for staff and caregivers regarding LGBTQ individuals including:

- Foster Children’s Bill of Rights- the right to have “clean and appropriate clothes that fit me and correspond to a **gender identity** of my choice”, a point which was highlighted in the training with staff and substitute caregivers to facilitate conversation and awareness of these rights.
- Foster Parent Bill of Rights- added to our poster/form non-discrimination language beyond that which is included in Oregon statute, to include that a **foster parent cannot be discriminated against on the basis of gender identity, gender expression, nor sexual orientation.**
- Foster Care rules- a) added to existing list, that certified families **must respect the gender expression** of child or young adult in foster care [413-200-0308 (3)(f)] and b) added **gender identity and expression** to the list of things about which verbal abuse and derogatory remarks are prohibited [413-200-0358 (2)(e)(B)].

With recent changes in Medicaid coverage for trans affirming medical care in Oregon, **transgender medical services** were added to OAR as a category of medical services to which our agency administrators may consent [413-020-0150(4)(b)]. Training and consultation for key staff has been obtained through TransActive Gender Center, a local community partner with expertise in culturally competent service provision for transgender and gender nonconforming (GNC) people, to continue to improve service-delivery and well-being outcomes.



To recruit a more robust and diverse pool of foster parents, a variety of activities have transpired this year, including:

- PRIDE ERG has recruited for foster parents at functions including: Portland PRIDE, the Portland Meaningful Care Conference, and the Diversity Conference. After events, the ERG has followed up with individuals who express interest in becoming foster parents, to increase their likelihood of staying involved by connecting with local office certifiers and foster parent trainers to make that direct hand-off.
- PRIDE ERG has partnered with the Multnomah County Juvenile Court LGBTQ workgroup to assist with their goal to recruit an additional 15 foster families who are affirming of LGBT youth.
- Created connections with community partners and recruitment/retention staff to facilitate additional outreach in communities and with key-community partners who are more likely to include LGBTQ identified families and families who are affirming of LGBTQ individuals.
- Obtained and utilized recruitment materials which reflect diverse families including single people, same-sex couples, and which bring attention to the need for affirming families for LGBTQ youth.
- Conducted case staffings regarding LGBTQ youth, utilizing the expertise of informed staff to improve outcomes. Staffings through PRIDE ERG this year have included: identifying placements which can better meet the LGBTQ specific needs of youth in our care; connecting LGBTQ youth with supportive community resources; providing information related to trans affirming medical and emotional care; working with relatives, parents and substitute caregivers to increase their awareness about the importance of accepting behaviors and the damage of rejecting behaviors; increasing permanency and reducing unnecessary placement disruption.

To increase cultural competency regarding work with LGBTQ families and youth and to inform our staff about professional workplace behavior and non-discrimination policy and procedures, the following activities have been done:

- Accessed trainers with expertise in working with LGBTQ community and ‘advertised’ the availability and importance of these trainings to encourage additional participation by staff and caregivers- a) Training by the Sexual and Gender Minority Youth Resource Center (SMYRC) for staff who train foster parents (increase familiarity with LGBTQ language, concepts, importance of affirmation, increase skills to work in a respectful way with LGBT applicants, and to create training spaces which are inclusive and safer for LGBT individuals); b) Training for caregivers and staff regarding ‘Caring for Sexual and Gender Minority Youth’.
- Organized a joint presentation by Human Resources (HR), the Office of Equity and Multicultural Services (OEMS), and the Governor’s Advocacy Office (GAO), for PRIDE ERG members and other key diversity leaders, to increase recognition of problematic behaviors with respect to discrimination and harassment, to learn what to do when such problematic behaviors are encountered, to understand how complaints are handled within

the Department, and to create connections between the PRIDE ERG and staff in HR, OEMS, and GAO.

- Researched and disseminated information (professional articles and resources) aimed at improving our service delivery to LGBTQ youth and working in a respectful manner with LGBTQ individuals. Information was distributed to PRIDE ERG members and community partners who in turn utilize this information in practice and can disseminate information to colleagues, when needed.
- Researched availability of LGBT competent service providers and created, maintained, and advertised a searchable resource database through the email system, to allow staff greater access to appropriate service providers.
- Expanded PRIDE ERG ‘point people’ in local offices, who have increased knowledge and passion regarding LGBT information and who can assist staff in their local area with provision of LGBT competent services and supports, identify gaps, serve as local leaders in promoting cultural development with respect to LGBT issues, and participate in ‘case staffings.’
- Added information into New Employee Orientation in Multnomah county, to ensure that all new-hires in that locale hear information about: concerning outcomes for LGBT youth and how those can be avoided by accepting and affirming behaviors; how staff can increase their knowledge and cultural competency with respect to LGBTQ individuals; and to share information about the PRIDE ERG, its goals and activities so new staff are familiar with resources available to them.
- Worked with Department staff involved in the development of training curriculum to identify additional opportunities to increase information about Sexual Orientation, Gender Identity and (gender) Expression (SOGIE) and visibility of LGBTQ families and youth via enhancements in staff and caregiver.

Activities **planned** for FY2017 include:

**Finalizing/implement the PBC Outcomes Process.** Phase II will run through August. At which time the PBC Outcomes Workgroup will review all feedback and make any final adjustments. Concurrently, the Youth Transitions Team will be working to update the DHS Procedures Manual, Chapter IV, Section 29. The ILP Coordinator is projecting an implementation date of October 1, 2016. Note, the ILP Contractors may begin full implementation by October. DHS field implementation may depend upon the length of the policy and forms review process. However, should be implemented no later than January 1, 2017.

**Placement Expectations Agreement.** The Transitions workgroup will be reconvened to review the pilot feedback and make any final adjustments. (See Attachment 11) The Youth Transition Specialist will then move the document through the Departments policy and forms review process. Projected completion date is January 1, 2017.

**Improve access to employment services.** There are several pieces to the employment services needing to be addressed:

- Continue discussions with ASPIRE as indicated in Progress Measures: Goal 3, Objective 3.2, Intervention 1.
- Finalize Summer Jobs Program and monitor access. Hold focus groups and create workgroup to review outcomes. Determine if able to fund in the future, as the ILP is set to receive a \$300,000 decrease in federal funds. If able to fund, implement contracting and referral process by January 1, 2017,
- Will continue quarterly DHS Workforce Roundtable meetings to brainstorm ways to coordinate funding, programs and populations.

**Summer Events:** Continued support for the following activities: Annual Teen Conference, DREAM Conference, Native Teen Gathering, Camp to Belong and the Summer Jobs Program (if funding allows). New this year will be an intensified outreach to youth to attend the OFYC Summer Policy Summit. The ILP is dropping Youth Speak from the Teen Conference agenda as it overlapped with the OFYC event. While this means letting go of a long standing tradition, it should allow for more youth to attend the OFYC Policy Summit who are interested in advocacy and making sure their voices are heard.

**Support for age or developmentally appropriate activities:**

- ILP Discretionary Funds - \$100,000.
- Driver’s Education Course fees – up to \$50,000 ODOT Grant/\$25,000 ILP funds
- Oregon Foster Youth Connection (OFYC) – Contract expires June 30, 2017. Continue to support OFYC, monitor activities and projects.

**Support for LGBTQ and Transgender Youth:**

Contracts - The Department is investigating opportunities to strengthen the non-discrimination language already contained in template contract language, to add sexual orientation, gender identity and gender expression, to ensure that our service providers and vendors understand DHS expectations with regard to their work with the Department and are able to be held to those requirements.

Well-Being- The Department is continuing to increase our knowledge about transgender and gender nonconforming youth and ways our staff can better meet their needs and plans to develop tools and guidance for staff regarding this topic.

Data- The Department is working with OEMS to explore opportunities to collect data which helps us identify the number of LGBT youth and families being served by the Department, and determine differences in outcomes for this population, to raise visibility, identify areas of disproportionality, and make improvements for this targeted population.

Training - The Department continues current efforts to collaborate with key partners (OEMS, Portland State University, and a variety of DHS staff) to improve staff and caregiver training content by increasing information regarding SOGIE.

## **National Youth In Transition Database (NYTD)**

The NYTD data has been shared, and will continue to be shared, with stakeholders in the following manner:

- Youth – Teen Conference, OFYC Policy Conference, FosterClub activities
- ILP Providers - Provider Retreat and email notices
- Child Welfare Staff: Child Welfare Program Manager meeting, and email notice to all Child Welfare staff.
- Tribes – ICWA Quarterly, ICWA Conference, and email notices.
- Community Partners – email notice.
- ILP Workgroups have and will continue to receive updates as they become available.
- Posted on the DHS ILP website.

NYTD data collection has significantly improved over the past couple of years – increased Cohort 2 Baseline by 114 percent. The Follow-Up 19 year old population is larger for Cohort 2 and that is only half the report period. Investing in the contract with FosterClub has yield significant improvements and awareness. The primary use of the data over the past year is to set a baseline for many of the Benchmarks for the Department’s goals related to teens and young adults. Some of the data has been incorporated into the NetLink Trainings (Youth Transitions; ILP Services).

Analysis of the data: To date, there has not been significant stakeholder involvement in the analysis of the data. That may be changing soon as it was recently share statewide with all stakeholders, and will continue to be shared over the summer with youth. Oregon was in the first round of the NYTD Assessments. No new assessments have occurred.

One area where Oregon continues to struggle is in our report formatting. Our technical team is working to ensure the ID encryptions meet specifications, the survey population is accurate, and reports are reviewed early enough to help problem-solve any potential issues. This continues to be a work in progress. The ILP staff has had to manually obtain youth contact information for our partnership with FosterClub. We have manually gathered information that should be available via the OR-Kids Reporting tools. However, for the 19 year old population, the report is not populating. Attempts to research and resolve the issue continues. Plans are to submit the 2016A corrected file by July 1, 2016. We are hopeful the initial 2016B report will be submitted successfully.

Coordinated Services: Review the Collaboration chart (Chafee Attachment I) as well as the Progress Measures for the following goals:

- Goal 3, Objective 3.1, Intervention 2
- Goal 3, Objective 3.2, Intervention 1
- Goal 3, Objective 3.2, Intervention 4
- Goal 3, Objective 3.3, Intervention 1
- Goal 3, Objective 3.3, Intervention 2

## **Homelessness Prevention**

The Runaway and Homeless (RHY) program at DHS has continued to support youth serving organizations around the state who work with youth not in the custody of DHS. \$1.5 million (primarily State General Funds and some SSBG funds) have been coupled with an additional \$1.6 million, thanks to a 2015 Legislative allocation. Throughout the State, 14 organizations (see Attachment 12) have been providing services such as; street outreach, day drop-in, job development/mentoring and overnight shelters for unaccompanied minors under the age of 18, as well as shelters for those young adults up to age 21.

A new coordinator for the RHY program with DHS came on board in April 2016 and represented the State of Oregon in April 2016 at the West Coast Convening, a group of providers, advocates, community stake holders, and researchers who meet every six months to share best practices and brainstorm new solutions to help our nation's homeless youth live healthy, self-sufficient, stable lives. The RHY program will continue to engage contractually with youth-serving organizations who are funded by the Runaway and Homeless Youth Act (RHYA) throughout the next year and explore expanded provision of technical assistance opportunities in accordance to the allotted RHY budget.

House Bill 2232, passed during the Oregon's 2015 Legislative Session, directed DHS to "appoint a Homeless Youth Advisory Committee (HYAC) (see Attachment 13) to advise the Department with respect to policies and procedures to coordinate statewide planning for delivery of services to runaway and homeless youth and their families." The HYAC has met three times over the past year, with the most recent gathering in April 2016. These will continue throughout the next year with a goal to build a strategic plan for the establishment of a sustainable statewide system for homeless children and youth.

The RHY program has recently entered into a contract with an independent consultant experienced in this population, to assist with research and analysis, planning, and policy / program development. Focus groups will occur around the state in the next year to gather key information which will provide an understanding of statewide issues, as well as identify key gaps in services and policies to address the needs of runaway and homeless youth in Oregon. Information will be combined and presented to the HYAC in order to identify next steps, draft policy recommendations, and construct a statewide action plan with a goal of ending youth homelessness by 2020.

The Department is tracking SB 2289, which would "amend the United States Housing Act of 1937 with respect to the Family Unification Program (FUP), under which eligible youth aged 18-24 who left foster care at age 16 or older and who lack adequate housing may receive Housing Choice Vouchers (for section 8 tenant-based or project-based assistance) for a period of time. These Vouchers shall be available also for any such youth who will leave foster care within 90 days and who are homeless or at risk of becoming homeless." Even if this bill does not pass, the Department is working with HUD and local housing authorities in select areas to help and support field staff. District 2 has assisted youth with applying for FUP, but the Department does not have current statewide data on the number of former foster youth benefitting from the FUP.

Over the past few months, there has been renewed energy regarding housing options for transition age youth, including from the Governor's office. The Department will continue conversations with the Governor's housing and human services policy advisor in regards to serving DHS' transitioning youth population.

The Department will continue engagement with community partners. The Department has started communication with Neighborhood Partnerships, one of the primary housing advocates for homeless populations in Oregon, regarding their interest in tailoring housing for foster youth transitioning out of DHS care. Additionally, the Department is working with Neighborhood Economic Development Corporation (NEDCO), who currently has one apartment complex for transition age foster youth, and are exploring the expansion of housing options for this population.

### **Pregnancy Prevention**

Oregon Child Welfare has partnered with Oregon Health Authority Public Health, Adolescent Health Program to develop a trauma informed sexual health program for youth in foster care. This comprehensive sexual health program encompasses pregnancy prevention, but also includes topics specific to the foster youth population-such as, violence prevention, healthy relationship building, access to services, etc. This trauma informed approach ensures that youth receive positive messages about sexual health, especially those who are in care as a result of sexual violence. Further, empowering the youth to take ownership of their body and make informed healthy choices for themselves.

One of the ILP Providers, Lifeworks Northwest, has successfully applied for and received a grant from Planned Parenthood. The grant is from Planned Parenthood and will provide up to \$125,000 for Lifeworks to implement a curriculum and services related to pregnancy prevention and sexual health. Planned Parenthood will adjust a curriculum of Lifeworks' choosing to ensure it is trauma informed and culturally specific to GLBTQ youth.

### **Sex Trafficking** (also see information in CAPTA section of this report.)

In the development and revision of Child Welfare administrative rules and procedures related to sex trafficking, Child Welfare collaborated with numerous community partners and other agencies. This process occurred in the context of a rule advisory committee and from there extended into a separate sub group that focused on the procedure and forms. Invited participants include representation from:

Child Welfare Child Safety Program, Child Welfare CSEC unit, Independent Living Program, Runaway Homeless Youth/Young Adult Program, Child Welfare Partnership, Multnomah County CSEC, Department of Justice Crime Victim's Compensation, FBI, SARC, PSU College of Urban and Public Affairs, School of Community Health, Oregon Foster Youth Connection, Oregon Foster Parent Association, Oregon Foster Parent Association, Janus Youth Programs, Lifeworks, Coalition of Girls, Hood River District Attorney office, Looking Glass Youth & Family Services Inc., Morrison Child and Family Services, Portland Police Bureau, Child Welfare caseworkers and supervisors, US Attorney's office, Multnomah County

Sherriff's Office, Oregon Health Authority Addictions and Mental Health Division, Clackamas County Juvenile Justice, young adults, Oregon State Police, and Oregon Judicial Department.

#### Training

Netlink: Independent Living Program (ILP) Services

<b>Date</b>	<b>Completed Users</b>
9/8/2015	13
1/7/2016	10
3/8/2016	6
6/9/2016	5 (registered)

Netlink: DHS Youth Transition Planning

<b>Date</b>	<b>Completed Users</b>
8/27/2015	7
11/2/2015	6
2/11/2016	6
5/2/2016	13 (registered)

The Youth Transitions Team will be updating the Transition Planning training once the PBC Outcomes Workgroup has finalized the new assessment and planning processes and all forms have been updated and been approved. The ILP Services Netlink will also need to be updated based on the outcomes of the PBC work. The Youth Transition Team continues to offer in-person trainings as requested. For further details see the Training Matrix attached to this report. Also see the Support for GLBTQ and Transgender youth section above.

#### **EXITO Project**

The Youth Transitions Team is partnering with Jennifer Blakeslee, PSU School of Social Work, to implement the EXITO Pilot Project. The EXITO Project will “support network assessment and intervention development to promote psychosocial functioning of transition age foster youth.” Ms. Blakeslee has received a grant from PSU to conduct the research project over the next year (7/1/16 – 6/30/17). The project will include the following activities:

- Provide a representative sample of youth from across the state to be contacted and recruited for the study, with the aim of support network assessment with approximately 30 Oregon youth in care.
- Promote recruitment of youth for the study, in terms of messaging from our office to caseworkers and providers of potential youth participants.
- Help facilitate recruitment of caseworkers, foster parents, and ILP providers (at least 10 from each group) for focus groups related to support networks and intervention strategies.
- If possible, accommodate focus group activities as part of regularly scheduled meetings related to our programming (for example, at quarterly ILP provider retreats).
- Convene leadership from our office to present the initial study findings and plan for the next stage of intervention testing.

Results of the pilot will be reported next year.

## **Consultation with Tribes**

Consultation with Indian tribes in Oregon happens on both an individual and collective level. Oregon DHS holds monthly ICWA calls and holds quarterly ICWA Advisory Council meetings. The Youth Transitions team continually participates in these calls to ask for opinions, solicit participation, and report on the status of programs and services.

In addition, each Indian tribe in Oregon has been contacted and provided an update to the NYTD Data and the ILP summer events, including the Summer Jobs Program (with the exception of Warm Springs who receives direct federal Chafee funding). During conversations last year it was noted that employment was a major concern of some tribes. The ILP Coordinator will track the data on youth receiving employment services over the summer and determine if the services were accessed by the Tribes and Native American youth in DHS care.

All Native American youth, whether under tribal or state custody, are given the same opportunity and access to Independent Living services, with one exception. The Warm Springs Tribe receives Chafee funding directly from the Federal Government and while youth are in the custody of the tribe, Oregon does not provide access to Independent Living Services. However, if the youth leaves tribal care at age 16 (and spent at least 180 days in foster care after age 14), the youth can access ILP services through DHS (life skills training, Discretionary Funds, ETV). In addition, if the tribal member youth left care at age 18 they can access the Chafee Housing Program (but not at the same time as accessing ETV). The ILP Coordinator does include the Warm Springs ILP Coordinator in all ILP notices and Warm Springs youth are welcome to attend all ILP statewide events (exception is the Summer Jobs Program).

Work continues around employment options. The Youth Transitions Team will continue attempts to bring members of Oregon's federally recognized Tribes into the planning process. The ILP Coordinator and Young Adult Program Coordinator will take the opportunity to share resources with Tribes over the next year to discuss services for older teens and young adults in care.

## **Education and Training Voucher Program**

Oregon continues to have a streamlined system, there are no changes in how the program is administered. The ILP Education and Fiscal Assistant maintains a list of contacts at each college and university for the Chafee ETV awards and the Tuition and Fee Waiver eligible youth. These contact have proven valuable when youth have questions about their ETV or Waiver awards.

The goal of defining Oregon's methodology and creating an automated report to provide an unduplicated count of ETVs awarded each school year and the number of first time ETV recipients has not been achieved. Work will continue in this area in 2016. We are able to provide a list of funds issued by service type as follows:

Total payments of services that had a  
transaction date and service date between  
10/1/2014 and 9/30/2015



ServiceTypeTitle	Total count of Children	TOTAL Amount Funded
Chafee Ed/Training Voucher	125	\$ 37,847.08
Chafee ED/TRAINING Grant OSAC ETV	247	\$ 734,661.00
Chafee ETG OSAC admin fee ETV	0	\$ 100,078.28

The drawback to this data is there may be overlapping academic years included in the payments. See Attachment 14 for the ETV award details.

See the Progress Measures for Goal 3, Objective 3.2, Intervention 1 for details on educational supports, efforts and collaborations to strengthen Oregon’s post-secondary educational assistance programs.

DHS continues to partner with OSAC to obtain data on completion rates. See Chafee Attachment IV for the OSAC report and the Progress Measures for Goal 3, Objective 3.2, Intervention 1 for analysis.

The ILP Coordinator is in conversations with the HECC regarding an MOU to allow increased data sharing regarding foster youth and their completion rates and Tuition and Fee Wavier data.

**Planned for 2017:**

The Education Workgroup recommendations related to post-secondary education are listed below.

- Have a contact at the college to support foster youth with academic concerns, as well as things like food and housing during school breaks.
- Include youth in programs that bring admitted students to campus early to get settled before the school year begins.
- Have a peer mentor program available for current and former foster youth

NYTD Data Element 22, Post-Secondary Educational Support has declined in Oregon. Element 22 experienced a high of 34 percent during FFY 2012 and 2013. However, in FFY2015 the rate is only 26 percent of the youth served obtained post-secondary educational supports. This drop brings Oregon in line with the rest of the county (Per the National NYTD Data Snapshot). The percent of youth receiving Education Financial Assistance also appears to have dropped and is now similar to the national rates.

The Youth Transitions Team will continue working with post-secondary institutions to implement the recommendations listed above. There are some schools which have already implemented supports and have designated staff who youth can contact. A list of those schools and staff is still being compiled and will be reported in next year’s APSR.

### **13.Targeted Plans within the 2015-2019 CFSP**

#### ***Foster and Adoptive Parent Diligent Recruitment Plan***

The Department does not have any state or local policies that limit its ability to recruit foster and adoptive families that reflect the diversity of children in care.

The Department has made changes to the state plan which are reflected in Goal 3, increasing substitute care capacity, and in the additional activities outlines below.

While Oregon maintains a three strategy approach to recruitment of foster and adoptive families, with the ongoing concern in the depletion of Department certified homes, it is imperative that Oregon develop specific strategies to address the growing crisis.

Please see the Key Activities in Objective 2, Goal 3 of the state plan.

In the process of developing the local strategic plan for recruitment, Oregon has adapted the Recruitment and Retention development plan developed by the National Resource Center for Diligent Recruitment as the planning toolkit for plan development. It is anticipated this work will start in late fall, 2016 once the local offices have completed the work to address overdue assessments is completed. This approach is data driven, and targets recruitment and retention efforts to reflect the culture and other characteristics of the children in care.

Oregon is also in ongoing discussions with Therapeutic Foster Care programs providing BRS services in Oregon regarding their recruitment efforts for the unique skill set of providers who would be uniquely qualified to serve this specialized population of children in care.

Oregon is also expanding the work of Embrace Oregon/Every Child. <http://www.embraceoregon.org/> This organization has experienced tremendous growth over the past few years and providing support to foster parents, children, and Department staff. They have been a key component in the recruitment of families in the Portland metropolitan area, including Multnomah, Washington and Clackamas counties. The work they have begun is expanding to additional Districts served through GRACE at this time, and discussion is underway regarding possible additional expansion of their work in communities.

To increase efficiency in local offices, the Department is changing access controls with OR-Kids to allow local office support staff (certification technicians) to enter information regarding home inquiries from prospective applicants (the function was previous limited to a certifier or supervisor).

Work to modify the recruitment and home inquiries section of OR-Kids is in the requirement and design phase. These changes, once implemented, will link the recruitment functionality with the Home Inquiry process, allow longitudinal tracking of a prospective applicant's interest, and document efforts to evaluate readiness before committing to the certification process. When design is approved, prioritized and built into production, the Department will be able to develop

reports of activities and analyze that data to determine gaps within the process of recruitment and certification of families.

Oregon continues to provide adoptive parent recruitment through its Oregon Adoption Exchange, and for harder to place children, the Northwest Adoption Exchange, Adopt USKids exchange, one Wednesday's Child program, Heart Galleries, and a Child Specific Recruitment contract. Oregon places 75-80% of its children for adoption with their relatives or current caretakers, leaving 20%-25% of placements in need of adoptive recruitment. Historically Oregon has had more families waiting for adoption than there are children. The exception is for Oregon's harder to place children who are generally older or have higher medical, behavioral, or emotional needs. For that reason, Oregon has put much of its recruitment resources into child specific recruitment for those children rather than generalized or targeted recruitment strategies.

The Oregon Adoption Exchange is operated through a contract with Northwest Resource Associates. All children receiving recruitment have bulletins on the exchange which is password protected and available for use by DHS caseworkers, private adoption agencies, and families with an approved home study. In the past 12 months, 171 new children were placed on the (Oregon Adoption Resource Center (OARE) website, and 128 children were placed in adoptive homes. In this past year, the median length of time children remain on Oregon's exchange was approximately 156 days.

The Northwest Adoption Exchange (NWAE) also operated through a contract with Northwest Resource Associates serves children for whom adoption recruitment may be more difficult. Once children are placed on the NWAE website, permission is given for other public websites to use the bulletins and photo listings for their own websites; Adopt US Kids is one example. In addition to photo listing services, NWAE provides a permanency focused training each year to DHS caseworkers on topics mutually identified by NWAE and the Department.

Oregon has three nationally recognized Heart Galleries operated by three private adoption agencies. When a child is approved for expanded recruitment outside the Oregon Exchange, each Heart Gallery has the opportunity to feature the child in community venues and on their Heart Gallery websites. Two of the three Heart Galleries also offer Oregon foster children free professionally produced recruitment photos.

Oregon has one Wednesday's Child television recruitment program; provided for free by Portland's KOIN station. A second Wednesday's Child, which had been operated from Boise Idaho via a small recruitment contract with Special Needs Adoption and Permanency Services had to be discontinued this past year when the agency lost a large RFP bid and had to close its agency. Wednesday's Child film's recruitment segments with a news anchor and features the segments on Wednesday evening news.

Oregon currently has seven Child Specific Recruiters that are part of the Boys and Girls Aid Contract. Oregon funds three of these recruiters, and the other four are funded by a Dave Thomas Foundations Grant. Because BGAID is both the DTF grantee and the Departments contractor for recruitment, the Department receives substantial in-kind services from DTF. These include training, ongoing technical assistance, and statewide metrics. Child specific recruitment focuses

on the unique placement needs and challenges of a specific referred child or sibling groups. A specific recruitment plan is developed and includes, but is not limited to, file mining, family find, permanency preparedness and life story work, and specific plans for advertising and other recruitment activities unique to each case. During the 2015 calendar year, BGAID accepted 103 referrals for child specific recruitment. Of those children, 51 have been transitioned to adoption, or placed with a family for guardianship. 11 children have been withdrawn, and the rest remain in active recruitment.

### ***Health Care Oversight and Coordination Plan***

#### Health, Mental Health and Dental care

Oregon DHS continues to partner with the Oregon Health Authority (OHA) and its contracted Coordinated Care Organizations (CCOs) to assure timely physical, dental and mental health assessments are obtained for children in care. The OHA has included incentive measures in their contracts with CCOs in an effort to hold them accountable to providing timely assessments for children in foster care. Two CCOs serving the highly populated tri-county area (Multnomah, Clackamas and Washington Counties) have hired staff whose positions are solely devoted to assuring needs are met for children in foster care. DHS staff regularly engage with these staff and other CCO staff to streamline procedures and resolve access to care issues.

#### Psychiatric Medication Monitoring

Oregon monitors psychotropic medication use for children in care through an extensive annual psychotropic medication review process. Every child identified as being prescribed a psychotropic medication is reviewed by a pharmacist, registered nurse and when deemed necessary, a child psychiatrist.

Physician to physician telephonic consultation is available as part of the review process through a partnership with *Oregon Psychiatric Access Line about Kids* (OPAL-K). OPAL-K is a collaboration between OHSU's Division of Child and Adolescent Psychiatry, the Oregon Pediatric Society (OPS) and the Oregon Council of Child and Adolescent Psychiatry (OCCAP).

Since 2006, Oregon has reduced the number of children age six and under on psychotropic medications by 50%.

### ***Disaster Plan***

Over the course of the past year Oregon has experienced wildfires, severe drought, and flooding in areas of the state. The Department's branch offices communicate with staff, clients, and local agencies through the locally developed protocols, but these are not currently uniform throughout the Department, nor are they formalized into a Department wide written plan at this time. The Department tested an enterprise-wide protocol during the previous two fire seasons and the testing validated the protocols. The information is transferred from Oregon Emergency Management Operations through DHS Emergency management and to DHS staff. These plans

are currently being incorporated into the child welfare Disaster Plan, as well as plans for other DHS departments. The fire related protocols can be found on page 3 of the attached Disaster Plan. Additional factors of the Disaster Plan will be completed over the course of the next year.

Please see Attachment 15 for the Department's current Disaster Plan. Please note that the revised Disaster Plan is currently still under development in conjunction with a statewide Disaster Management strategy.

### ***Training Plan***

Please see Attachment 16 for the Department's current Training Plan.  
Updates to the Training Matrix:

#### **Confirming Safe Environments.**

**Syllabus:** After a child is placed in foster or relative care, it is the Department's responsibility to assure their safety and well-being, and the placement setting is held to a higher safety standard than the child's own home. Because of this increased responsibility and higher safety standard, it is critical for the Department to continuously confirm safe environments for the children we have placed in substitute care. It's important for us to understand that the quality of a safe environment can change over time as families themselves experience changes, stress, crisis and the pressures of daily life. The challenge for us as child welfare professionals is to be aware of these changes in a timely way. For that reason, safety assessment for children in out of home care must exist within a process rather than being an event-oriented/time-specific task such as through licensing or re-certification studies.

**Allowable IV-E Administrative Function:** Placement of the child, case reviews, case management and supervision, social work practice, permanency planning, communication skills

**Training setting:** Classroom

**Duration of the Training Activity:** Ongoing

**Description of Provider of Training Activity:** Child Welfare Partnership and contracted trainers

**Hours of the training:** 1 Day

**Audience receiving training:** SSS1s, supervisors and SSAs

**Estimated total cost:** \$89,000 of Face to Face grant funding at this time. This training will be incorporated into new worker training during redesign, scheduled for implementation July, 2017.

**Cost allocation methodology applied to training costs:** RMS

#### **CSEC Netlink**

**Syllabus:** The course goes over the federal law and the local rule and policy in detail. We will cover risk factors and concerns for CSEC youth. We will be covering trauma informed practice and treatment options as well as engagement strategies.

**Allowable IV-E Administrative Function:** Placement of the child, case reviews, case management and supervision, social work practice, permanency planning, communication skills

**Training setting:** Netlink

**Duration of the Training Activity:** 3 hours

**Description of Provider of Training Activity:** Hours of the training: PSU

**Audience receiving training:** Social Service Specialist 1 (SSS1) Case carrying workers

**Estimated total cost:** Included in CORE costs from PSU

**Cost allocation methodology applied to training costs:** RMS (Random Moment Sampling)

**Missing Children or Young Adults from Substitute Care (CSEC Training)**

**Syllabus:** Foster Children are at significant risk of being victims of sex trafficking. Professionals working with foster children need to be aware that traffickers target group homes and foster placements and, consequently, need to be armed with the requisite knowledge to effectively advocate for their young clients. Oregon has updated Administrative Rule and Procedure to improve system response to missing or run away children/young adults. This training will review procedure requirements for reporting/notifications, searching for missing children/young adults, what to do when a child/young adult is located and will provide tools to determine whether a child/young adult has been a victim of sex trafficking.

**Allowable IV-E Administrative Function:** Placement of the child, case reviews, case management and supervision, social work practice, permanency planning, communication skills

**Training setting:** Classroom

**Duration of the Training Activity:** 1 day

**Description of Provider of Training Activity:** Hours of the training: DHS-CW

**Audience receiving training:** All CW Caseworkers

**Estimated total cost:** \$2,060.40

**Cost allocation methodology applied to training costs:** RMS (Random Moment Sampling)

**Caregiver Training:** The Department has an active Substitute Care Training Subcommittee who has been meeting the past several months to determine the future state of the Foundations Curriculum both in content and in service delivery. This committee will have recommendations for revisions over the next two months which will be reviewed by the Training Redesign Committee and the Child Welfare Director.

## **14. Financial Information**

### **Payment Limitation: Title IV-B, Subpart 1:**

For comparison purposes, submit the amount of Title IV-B, Subpart 1 funds that the State expended for child care, foster care maintenance and adoption assistance payments in FY 2005

The amount expended in FY 2005 was \$2,737,077.

### **Payment Limitation: Title IV-B, Subpart 1:**

For comparison purposes, submit the amount of non-Federal funds the state expended for foster care maintenance payments and applied as match for the Title IV-B, Subpart 1 program in FY 2005

The amount of foster care maintenance payments applied as match in FY 2005 was \$938,153.

### **Payment Limitation: Title IV-B, Subpart 2:**

Provide State and local expenditure amounts for Title IV-B, Subpart 2 for FY 2012 for comparison with the State's 1992 base year amount, as required to meet non-supplantation requirements.

#### State Budget FFY 1992

\$ 59,196,600 GF

\$ 112,531,846 TF

\$ 3,283,022 Title IV-B

At that time, Title IV-B funds made up 2.9% of the Child Welfare Total Fund Budget.

#### State Budget FFY 2014

\$ 214,553,484 GF

\$ 458,885,405 TF

\$ 4,172,207 Title IV-B, Subpart 2 expenditure amount for 2014

The Title IV-B, Subpart 2 amount for 2014 is 0.9% of the Child Welfare Total Fund Budget versus 2.9% of the budget in 1992. This demonstrates that Title IV-B, Subpart 2 funds have not supplanted other program costs in the 2014 federal period.

## **15. Attachments**

1. Statewide Assessment, March 25, 2016
2. State Plan Assurances, Governor's letter
3. CAPTA Panel Final Recommendations
4. Department Response
5. FCFIP Collaborations Chart
6. C3 Mission
7. Chafee OR NYTD Cohort (two documents)
8. Chafee ILP Provider Annual Report
9. Chafee Graduation Rates
10. Chafee Household Expectations draft document
11. Homeless and Runaway Youth Provider Map
12. Home and Runaway Youth Advisory Committee
13. Chafee ETV Chart
14. Chafee Performance Based Contract Monthly Report
15. State Disaster Plan
16. State Training Plan
17. CFS-101 Part I
18. CFS-101 Part II
19. CFS-101 Part III
20. Signed CFS 101





Attachment 1

# Child and Family Services Reviews

## Statewide Assessment Instrument

March 25, 2016



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
ADMINISTRATION FOR  
**CHILDREN & FAMILIES**  
Administration on Children, Youth and Families  
Children's Bureau

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## Introduction

The Child and Family Services Reviews (CFSRs), authorized by the 1994 Amendments to the Social Security Act (SSA), are administered by the Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services. The goals of the CFSR are to:

- Ensure substantial conformity with title IV-B and IV-E child welfare requirements using a framework focused on assessing seven safety, permanency, and well-being outcomes and seven systemic factors;
- Determine what is happening to children and families as they are engaged in child welfare services; and
- Assist states in helping children and families achieve positive outcomes.

## The CFSR Process

The CFSR is a two-phase process, as described in 45 CFR 1355.33. The first phase is a statewide assessment conducted by staff of the state child welfare agency, representatives selected by the agency who were consulted in the development of the Child and Family Services Plan (CFSP), and other individuals deemed appropriate and agreed upon by the state child welfare agency and the Children's Bureau.

The second phase of the review process is an onsite review. The onsite review process includes case record reviews, case-related interviews for the purpose of determining outcome performance, and, as necessary, stakeholder interviews that further inform the assessment of systemic factors. The onsite review instrument and instructions are used to rate cases, and the stakeholder interview guide is used to conduct stakeholder interviews.

Information from both the statewide assessment and the onsite review is used to determine whether the state is in substantial conformity with the seven outcomes and seven systemic factors. States found to be out of substantial conformity are required to develop a Program Improvement Plan (PIP) to address the identified areas out of substantial conformity. States participate in subsequent reviews at intervals related to their achievement of substantial conformity. (For more information about the CFSRs, see the *Child and Family Services Reviews* at <http://www.acf.hhs.gov/programs/cb.>)



## **Integration of the CFSP/APSR and CFRS Statewide Assessment**

The CFRS process is intended to be coordinated with other federal child welfare requirements, such as the planning and monitoring of the CFSP. We are encouraging states to consider the statewide assessment as an update to their performance assessment in the state's most recent CFSP and/or Annual Progress and Services Report (APSR) rather than a separate assessment process and reporting document. Most of the content for the statewide assessment overlaps with the CFSP/APSR and the same expectations for collaboration with external partners and stakeholders exist across all planning processes. States can use the statewide assessment process to re-engage these partners and stakeholders in preparation for the CFRS.

## **The Statewide Assessment Instrument**

The statewide assessment instrument is a documentation tool for states to use in capturing the most recent assessment information before their scheduled CFRS. Each section, as outlined below, is designed to enable states to gather and document information that is critical to analyzing their capacity and performance during the statewide assessment phase of the CFRS process.

- Section I of the statewide assessment instrument requests general information about the state agency and requires a list of the stakeholders that were involved in developing the statewide assessment.
- Section II contains data profiles for the safety and permanency outcomes. These include the data indicators, which are used, in part, to determine substantial conformity. The data profiles are developed by the Children's Bureau based on the Adoption and Foster Care Analysis and Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS), or on an alternate source of safety data submitted by the state.
- Section III requires an assessment of the seven outcome areas based on the most current information on the state's performance in these areas. The state will include an analysis and explanation of the state's performance in meeting the national standards as presented in section II. States are encouraged to refer to their most recent CFSP or APSR in completing this section.
- Section IV requires an assessment for each of the seven systemic factors. States develop these responses by analyzing data, to the extent that the data are available to the state, and using external stakeholders' and partners' input. States are encouraged to refer to their most recent CFSP or APSR in completing this section.

We encourage the state to use this document "as is" to complete the assessment, but the state may use another format as long as the state provides all required content. The statewide assessment instrument is available electronically on the Children's Bureau website at <http://www.acf.hhs.gov/programs/cb/resource/round3-cfrs-statewide-assessment>.

## **Completing the Statewide Assessment**

The statewide assessment must be completed in collaboration with state representatives who are not staff of the state child welfare agency (external partners or stakeholders), pursuant to 45 CFR 1355.33 (b). Those individuals should represent the sources of consultation required of the state in developing its title IV-B state plan and may include, for example, Tribal representatives; court personnel; youth; staff of other state and social service agencies serving children and families; and birth, foster, and adoptive parents or representatives of foster/adoptive parent associations. States must include a list of the names and affiliations of external representatives participating in the statewide assessment in section I of this instrument.

We encourage states to use the same team of people who participate in the development of the CFSP to respond to the statewide assessment. We also encourage states to use this same team of people in developing the PIP. Members of the team who have the skills should be considered to serve as case reviewers during the onsite review.

## How the Statewide Assessment Is Used

Information about the state child welfare agency compiled and analyzed through the statewide assessment process may be used to support the CFSR process in a range of ways. The statewide assessment is used to:

- Provide an overview of the state child welfare agency's performance for the onsite review team;
- Facilitate identification of issues that need additional clarification before or during the onsite review;
- Serve as a key source of information for rating the CFSR systemic factors; and
- Enable states and their stakeholders to identify early in the CFSR process the areas potentially needing improvement and to begin developing their PIP approach.

*THE PAPERWORK REDUCTION ACT OF 1995 (Pub. L. 104–13)*

*Public reporting burden for this collection of information is estimated to average 240 hours for the initial review and 120 hours for subsequent reviews. This estimate includes the time for reviewing instructions, completing the assessment, and reviewing the collection of information.*

*An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB control number.*

## **Statewide Assessment Instrument**

### **Section I: General Information**

Name of State Agency: Department of Human Services

#### **CFSR Review Period**

CFSR Sample Period: April 1, 2016 through September 30, 2016

Period of AFCARS Data: 08-19-15 AFCARS

Period of NCANDS Data: 09-25-15 NCANDS

Case Review Period Under Review (PUR): April 1, 2015 through September 30, 2016

#### **State Agency Contact Person for the Statewide Assessment**

Name: Annajeon Goins

Title: Federal Policy, Planning and Resources Manager

Address: 500 Summer Street NE, Salem OR 97301

Phone: 503 945-6897

Fax: 503 947-5084

E-mail: [a.j.goins@state.or.us](mailto:a.j.goins@state.or.us)

## Statewide Assessment Participants

Provide the names and affiliations of the individuals who participated in the statewide assessment process; please also note their roles in the process.

### State Response:

The following individuals provided administrative data and other information included in this report and/or reviewed drafts and provided input into the item narratives.

Clyde Saiki, Director, Department of Human Services

Dr. Reginald Richardson, Deputy Director, Department of Human Services

Lois Day, former Director, Office of Child Welfare Programs, DHS

Jason Walling, Deputy Director, Office of Child Welfare Programs, DHS

Jerry Waybrant, former Chief Operating Officer, DHS

Ryan Vogt, Deputy Chief Operating Officer, DHS

Stacy Lake, Safety Program Manager, OCWP, DHS

Stacey Ayers, Safety Program Manager, OCWP, DHS

Kathy Prouty, Permanency Program Manager, OCWP, DHS

Lacey Andresen, Title IV-E Waiver Program Manager, OCWP, DHS

Gail Schelle, Permanency Program Assistant Manager, OCWP, DHS

Lori Harris, Post Adoption Guardianship Assistant Manager, OCWP, DHS

Kevin George, Well Being Program Manager, OCWP, DHS

Laurie Price, Well Being Program Manager, OCWP, DHS

Sherril Kuhns, Federal Policy, Planning and Resources, OCWP, DHS

Angela Skyberg, OR-Kids Business Manager, OCWP, DHS

Vera James, ICPC Manager, DHS

Karyn Schimmels, Training Manager, OCWP, DHS

Nadja Jones, Tribal Affairs Director, Senior ICWA Manager, DHS

Gregory Jolivette, Senior Federal Policy Analyst, OCWP, DHS

Matthew Rasmussen, GRACE Coordinator

Billy Cordero, Foster Care Coordinator

Katherine Stelzer, Education Coordinator

Leola McKenzie, Director, Juvenile Court Improvement Program

Conor Wall, Data Analyst, Juvenile Court Improvement Program

Christina Jagernauth, Director, Citizen Review Board

Don Sheets, Oregon Foster and Adoptive Parent

Sally Guyer, Clinical Supervisor, Private Adoption Agency

Zachary Hackett, Training Specialist, Child Welfare Training Unit

Anna Cox, Data Collection and Reporting Manager, OBI, DHS

Judy Helvig, Research Analyst, OBI, DHS

Kathryn Wolf, Research Analyst, OBI, DHS

Jeremy Lecoure, Research Analyst, OBI, DHS

Eloise Rasmussen, Research Analyst, OBI, DHS

Marthe Lowrey, Director of Workforce Development, Portland State University

Child Welfare District Managers

Child Welfare Program Managers

Child Welfare Office Managers

**Foster Parent Surveys:**

Foster parents certified by the Department were surveyed in the of Fall, 2014, Spring 2015, and Fall, 2015. Because the surveys are anonymous, the names of the participants are not included here.

**New Staff Survey:**

The Department, in conjunction with Portland State University and the Child Welfare Partnership, conducted a survey in the fall of 2015 of all social service staff who have completed new worker (CORE) training over the past two years and their supervisors in order to better evaluate the effectiveness of training for new child welfare staff. Because the surveys are anonymous, the names of the participants are not included here.

**Stakeholder Survey:**

The Department conducted a Stakeholder survey in the Fall of 2015. Because the surveys are anonymous, the names of the participants are not included here.

**Parent Advisory Committee:**

The Department held a focus group with the Parent Advisory Committee on January 20, 2016.

**Oregon Foster Youth Connection:**

The Department held a focus group with Oregon Foster Youth Connection on February 4, 2016.

**Child Welfare Governance:**

The Department's Child Welfare Governance Committee reviewed the draft of prepared sections of the statewide assessment in February and March, 2016. A conference call gave members opportunity to provide recommended edits and revisions.

**Child Welfare Advisory Committee:**

CWAC reviewed the draft statewide assessment during the meeting on March 9, 2016. Written comments were received and changes incorporated into the assessment.

**Indian Child Welfare Advisory Committee:**

The ICWA Advisory Committee received the draft statewide assessment on March 2, 2016. Written comments were received and changes incorporated into the assessment.

## Section II: Safety and Permanency Data

### State Data Profile

*(CB-generated state data profile will be inserted here)*



CFSR 3 Data Profile  
- OR- 2015 November

## **Section III: Assessment of Child and Family Outcomes and Performance on National Standards**

### **Instructions**

Refer to the section in the state's most recent Child and Family Services Plan (CFSP) or Annual Progress and Services Report (APSR) that provides assessment information on state performance on each of the seven child and family outcomes. Review the information with the statewide assessment team and determine if more recent data are available that can be used to provide an updated assessment of each outcome. If more recent data are not available, simply refer to the most recent CFSP or APSR document by indicating the document name/date and relevant page numbers where the information can be found for each outcome. Analyze and explain the state's performance on the national standards in the context of the outcomes.



## A. Safety

### Safety Outcomes 1 and 2

Safety outcomes include: (A) children are first and foremost, protected from abuse and neglect; and (B) children are safely maintained in their own homes whenever possible and appropriate.

- For each of the two safety outcomes, include the most recent available data demonstrating the state’s performance. Data must include state performance on the two federal safety indicators, relevant case record review data, and key available data from the state information system (such as data on timeliness of investigation).
- Based on these data and input from stakeholders, Tribes, and courts, include a brief assessment of strengths and concerns regarding Safety Outcomes 1 and 2, including an analysis of the state’s performance on the national standards for the safety indicators.

### State Response:

#### Safety Outcome 1: Children are first and foremost protected from abuse and neglect

##### Item 1: Timeliness of initial investigations of reports of child maltreatment

The table below provided by the Office of Business Intelligence as a summary of ROM data shows the number of allegations of abuse or neglect assigned to screening and assigned either a 24-hour or 5-day response time for calendar years 2014 and 2015.

Year	24 Hour Response			5-Day Response			Total Investigations		
	Timely 24-hour response	Total 24-hour response times	Percent	Timely 5-day response	Total 5-day response times	Percent	Total Completed Timely	Total	Total Percent
2014	13553	21289	63.7 %	1139	7019	16.2 %	14692	28308	51.9 %
2015	13808	22050	62.6 %	1165	7509	15.5 %	14973	29559	50.7 %
<b>Grand Total</b>	<b>27361</b>	<b>43339</b>	<b>63.1 %</b>	<b>2304</b>	<b>14528</b>	<b>15.9 %</b>	<b>29665</b>	<b>57867</b>	<b>51.3 %</b>

Oregon as a whole is challenged to respond within the timeframes established in administrative rule ([OAR 413-015-0210](#)). Oregon is trending in wrong direction. One factor influencing this measure may be that Oregon has seen an increase of over 1250 assessments between the calendar years 2014 and 2015. Additionally, upon further analysis, Oregon has identified the area of greatest concern in timeliness of response in cases with a 5-day response time, which was met only 15.5% of the time in 2015. These cases represented approximately 25% of the assignments in 2015 however, this designation is rapidly increasing due to the implementation of Differential Response (DR), which has increased the number of reports with a 5-day response timeline.

The impact of this change has been demonstrated in an analysis of screening decisions in January 2016, where DR counties averaged 43% of assigned referrals receiving a designation of 5-day response compared to Non-DR counties who average only 16% of cases assigned as 5-day response.

The overall measure of timeliness for 2015 is 50.7%. Additionally, Oregon recognizes that performance at a 62.6% timely response for assessments with a 24-hour designation leaves

substantial room for improvement that must also be addressed. Because Oregon has invested in a comprehensive evaluation of DR implementation through the University of Illinois, this measure will receive ongoing attention increased insight as to what is impacting Oregon's ability to respond in a more timely way.

In addition, further analysis demonstrated that 5 of 16 Districts (2, 4, 5, 15, & 16), which comprise 15,336 of 29,559 (52%) of all assessments assigned in 2015, performed below the statewide average of 50.7%. Due to the volume of assessments in these districts, they represent the areas that would have the greatest impact on Oregon's performance in this measure as strategic improvement efforts around this measure are implemented.

All of the data reporting above rely on a caseworker's and supervisor's full understanding of the functionality of Oregon's OR-Kids database system. There are certain dependencies on how information and casenote documentation is entered, linked to the assessment, and approved in OR-Kids which, if not correctly utilized, can make the contact appear to not be within timelines when it actually was completed timely. Oregon is currently completing additional analysis of the ROM report functionality and is planning enhancements to the report to indicate approved decisions. That said, Oregon may be performing better on this measure than the data indicates. Updates on the process for greater data accuracy will be reported in the next annual progress report.

The CFSR case review ratings in 2015 indicate timeliness to investigation was rated as a strength overall 66% of the time. This item was not measured in the CFSR review prior to 2015.

The CFSR case review data provides a more detailed understanding of the factors that impact our ability to successfully achieve this measure. However, because this item was not included in the previous year's reviews, and only 29 cases reviewed resulted in a rating of "Area Needing Improvement", informative trends are difficult to identify. Although the case reviews demonstrated a relatively equal distribution of both element #1A and #1B, areas for particular attention include both timeliness from report to assignment and assuring that all children are seen within the designated timeframes.

In review, at this time Safety Outcome 1 is an area needing improvement due to the fact that it appears from both administrative data and CFSR Case Review Ratings that Oregon is substantially below the 95% compliance.

**Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate**

Item 2: Services to the family to protect child/ren in the home and prevent removal or re-entry into foster care.

This outcome measures the efforts of the agency, through service provision, to prevent removal of child/ren or re-entry after a reunification. This measure is considered met when the agency has made concerted efforts to provide appropriate and relevant services to the family to address the safety issues in the family so that the child(ren) could remain in the home or would not re-enter foster care or it was determined that the removal of the child was necessary to ensure the safety of the child.

Children Served In Home

Oregon’s OBI has developed a temporary report (report not yet built into the OR-Kids reports or ROM automated reports) of children served in home. This is a point in time report indicating a child with a Child Protective Services case type is reported as served in home with the following requirements:

- The child must have an open case plan in OR-Kids, or
- The case must have an active Protective Action, or
- The case has an active Safety Plan that was opened within 14 days of the Protective Action start, or was already open before the PA and is still open even if the PA is closed.
- The child does not have a placement service open in OR-Kids.

A child with a Family Support Services case type (not an allegation of abuse/neglect) is reported as served in home when:

- The case is open (assessment completed), and
- The child does not have a placement service open in OR-Kids.

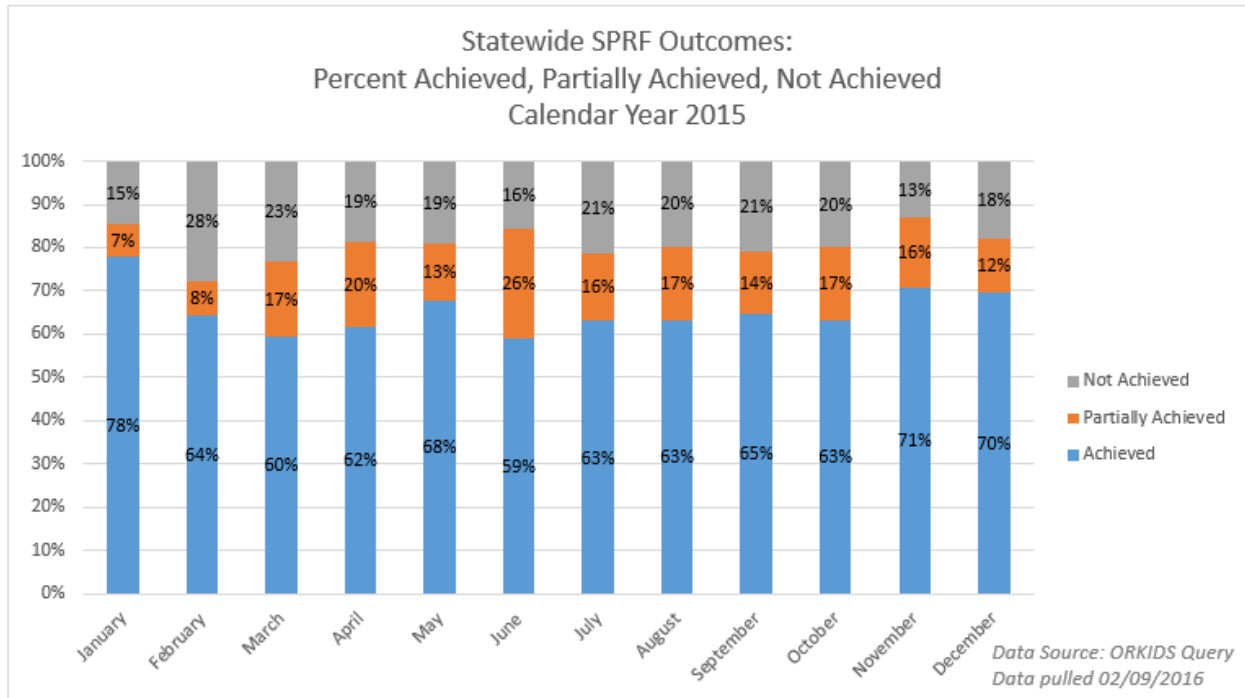
The table below displays the summary information on the number of children served in their own homes by District as of March 2016.

Children served in home by District 3/2/2016

District	Total	Protective	Reunification
<b>Central Office Total</b>	40	3	37
<b>District 01 Total</b>	61	20	41
<b>District 02 Total</b>	218	111	107
<b>District 03 Total</b>	143	84	59
<b>District 04 Total</b>	56	30	26
<b>District 05 Total</b>	266	174	92
<b>District 06 Total</b>	34	20	14
<b>District 07 Total</b>	27	18	9
<b>District 08 Total</b>	178	140	38
<b>District 09 Total</b>	5	5	0
<b>District 10 Total</b>	16	11	5
<b>District 11 Total</b>	34	27	7
<b>District 12 Total</b>	9	8	1
<b>District 13 Total</b>	7	6	1
<b>District 14 Total</b>	16	7	9
<b>District 15 Total</b>	39	24	15
<b>District 16 Total</b>	122	84	38
<b>Grand Total</b>	1271	772	499

Oregon has begun measuring the effectiveness of the intervention services designed to prevent placement or support reunification and prevent re-removal. Within the last six months Oregon has incorporated defined outcome measures within In-Home Safety and Reunification (ISRS) and Strengthening Preserving and Reunifying Family (SPRF) service contracts.

The process and the data below is the initial effort to monitor not only the effectiveness of each service but also services within a case and the ability of the service provider to adapt to the presenting needs of the client. The data shows the identified outcome measures for each of the service types under Strengthening, Preserving, and Reunifying Family service category. This is the first step in developing a comprehensive performance based contracting structure. The data is available for 53% of all SPRF services in the calendar year 2015. The chart is displayed on a month-end basis and early indicators demonstrate that services under this model have been 'achieved' at greater than 60% of the time and 'partially achieved' at greater than 20% of the time. Of note, 'not achieved' could mean a service was not available or provided, as well as the service provision not achieving the desired outcomes. Currently Oregon is approaching the data with a level of caution as it is still new in implementation and very dependent on adherence to the validation process.



**Foster care re-entry**

Oregon meets the national standard for foster care re-entry on the state data profile as indicated in Section II of this assessment.

Oregon’s ROM report PA.04 (Fed) Re-entry into Custody measures the number of children entering foster care in the 12 month target period (2-3 years prior to report) and discharged within 12 months to reunification, living with a relative(s), or guardianship. Although this report does not

yet perfectly align with the federal data measure, its use enables a better understanding of what populations are most likely to experience foster care re-entry.

Report Period End	Oct 31, 2015		Nov 30, 2015		Dec 31, 2015		Jan 31, 2016		Feb 29, 2016	
- Total	1525	100.0%	1495	100.0%	1496	100.0%	1467	100.0%	1471	100.0%
Maintained Permanency	1340	87.9%	1310	87.6%	1323	88.4%	1295	88.3%	1291	87.8%
- Re-entry	185	12.1%	185	12.4%	173	11.6%	172	11.7%	180	12.2%
Entered Care During	Nov 2012 - Oct 2013		Dec 2012 - Nov 2013		Jan - Dec 2013		Feb 2013 - Jan 2014		Mar 2013 - Feb 2014	

Race	AIAN		Asian/Pac Islander		Black/AA		White		Other		Hispanic		NULL	Total		
- Total	90	100.0%	30	100.0%	80	100.0%	958	100.0%	20	100.0%	293	100.0%	0	0.0%	1471	100.0%
Maintained Permanency	73	81.1%	24	80.0%	70	87.5%	847	88.4%	20	100.0%	257	87.7%	0	0.0%	1291	87.8%
- Re-entry	17	18.9%	6	20.0%	10	12.5%	111	11.6%	0	0.0%	36	12.3%	0	0.0%	180	12.2%
Entered Care During	Mar 2013 - Feb 2014															

Age Group Episode Start	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL	Total		
- Total	473	100.0%	324	100.0%	255	100.0%	169	100.0%	160	100.0%	90	100.0%	0	0.0%	1471	100.0%
Maintained Permanency	393	83.1%	292	90.1%	229	89.8%	153	90.5%	141	88.1%	83	92.2%	0	0.0%	1291	87.8%
- Re-entry	80	16.9%	32	9.9%	26	10.2%	16	9.5%	19	11.9%	7	7.8%	0	0.0%	180	12.2%
Entered Care During	Mar 2013 - Feb 2014															

Despite the fact that Oregon's Data Profile and CFSR Self-Assessment data represents that Oregon is meeting this measure, there is still opportunity to better understand which children are at greatest risk to experience re-entry into foster care. Oregon's data is showing at this time, the population at greatest risk of re-entry is children between the age of 0 and 2 years of age. This measure is consistent across all racial and gender groups. The second highest population is children between the ages of 12 and 14, however this group does not cross all the same gender and racial categories, as it appears to be driven up by the number of females in this age range that re-enter foster care.

At this time Oregon is heavily reliant upon CFSR case reviews to evaluate performance on this measure. Over the past two years Oregon has reviewed 344 cases of which this item applied in 169 (49%) of the reviewed cases. In 2014 96% of the 71 cases met the criteria for this item and in 2015 97% of the 98 cases were determined to have met the criteria for this item.

From both the quantitative data, although early in its development, and the qualitative data from the case reviews, it appears that Oregon is in substantial compliance in efforts to prevent removal and serve children in home, and one that is trending in the right direction.

Additional information will be available to Oregon over the next 18 months with the evaluative work currently underway through both the Title IV-E waiver and DR evaluations being conducted under those program areas. Both of these evaluation efforts include parent/child interviews as a part of the evaluation design.

Oregon is beginning the process of analyzing data relevant to foster care re-entry to determine whether the type of re-entry and suppositions regarding re-entry are causal. If these are found to

be causal, Oregon will develop strategies to address these practice issues. Analysis will be done by a combination of case reviews and data analysis testing certain suppositions.

- 1) Case is closed following a child being reunified with a parent  
Supposition: The case was closed prematurely without the proper supports in place for the family.
- 2) Case remains open following a child being returned to a parent (custodial or non-custodial)  
Supposition: Incorrect application of the safety model, conditions for return were not met, or inadequate supports and services in place to keep the child safely in home.
- 3) Children return to foster care from a disrupted guardian  
Supposition: the guardianship plan was finalized too quickly, or an inadequate homestudy was completed to address the capacity of the guardian to meet the child's needs.
- 4) Court returns to parent/relative over the Department's objections and dismisses the case.  
Supposition: the Department's explanation was insufficient to keep the case open, or a relative could not meet Department certification standards.

### Item 3: Risk and Safety Assessment and Management

The risk and safety assessment and management measure is a combination of factors that need to be met in order to be considered an area of strength. In this item the agency must:

- Conduct an initial assessment that accurately assessed all risk and safety concerns for the target child in foster care and/or any child in the family remaining in the home (3A)
- Conduct accurate ongoing assessments of safety concerns for the target child and any/or any child(ren) in the family remaining in the home.(3B)
- Develop appropriate safety plans and monitor and update the plans, including the monitoring of engagement in safety-related services (3C)
- Prevent the recurrence of maltreatment of another report within a 12-month period before or after the report that involved the same or similar circumstances (3D)
- Provide an appropriate level of monitoring of visitation in relationship to the known safety concerns (3E)
- Prevent the maltreatment of a child by a foster parent or a child remaining in a placement setting that puts the child a risk, due to inadequate monitoring, that goes unaddressed or is inadequately addressed (3F)

The federal measure for rate of maltreatment in foster care measures the following: of all children in foster care during a 12 month period, what is the rate of victimization, per day of care. Oregon does not meet the national standard rate of 8.50. The rate of observed performance in the CFSR Data Profile of November, 2015 is 10.26. Note: Maltreatment in foster care is expressed as a rate per 100,000 days in care. The federal measure is not specific to abuse by the child's substitute caregiver.

Maltreatment in foster care.

Oregon has a Quarterly Business Review (QBR) measure for abuse maltreatment in foster care. This measure calculates the number of children with a founded disposition during the period divided by the number of children in care for any part of the period.

The QBR data indicated an upward trend of maltreatment in care.

QBR reporting period	Period of Abuse	Number Abused	Total Children Served in Foster Care	Percent Abused in Foster Care
QBR 2014_Q4 **	10/1/2013 - 9/30/2014	111	11,316	0.98%
QBR 2015_Q1 **	1/1/2014 - 12/31/2014	109	11,277	0.97%
QBR 2015_Q2 **	4/1/2014 - 3/31/2015	109	11,220	0.97%
QBR 2015_Q3 **	7/1/2014 - 6/30/2015	97	11,380	0.85%
QBR 2015_Q4 **	10/1/2014 - 9/30/2015	116	11,265	1.03%

A review of three quarters (January through September, 2015) of cases of abuse in care indicate some of the following factors may both influence the data and provide Oregon with intervention strategies to reduce maltreatment in foster care:

- Oregon’s definition of child abuse includes ‘threat of harm’ which may impact the number of victims with ‘founded’ dispositions if one child in the substitute caregiver’s home was a victim and other children live in the home.
- In some cases there were previous calls that were closed at screening or assessed and had a disposition of ‘unable to determine.’
- In some cases, there were case notes in the provider record indicating requests for additional supports.
- In some cases the homestudy did not fully explore the history and characteristics of the family.
- Investigations conducted through the Office of Adult Abuse Prevention and Investigations has a different definition of child abuse that may impact ‘substantiated’ findings on investigations in the contracted providers.

Oregon’s newest ROM reports, ROM SA. 01 (Fed) Maltreatment in Foster Care report measures substantiated or indicated reports per 100,000 days of care provided to children in foster care during the Rolling 12-Month Period. Although this report does not yet perfectly align with the federal data, it does enable a better understanding of maltreatment in foster care.

Report Period End	Mar 31, 2015				Jun 30, 2015				Sep 30, 2015				Dec 31, 2015			
	Count	Reports	Days	Rate	Count	Reports	Days	Rate	Count	Reports	Days	Rate	Count	Reports	Days	Rate
Maltreatment in Foster Care	5734	188	1373501	13.7	5726	178	1371408	12.8	5729	170	1372352	12.4	5680	159	1370240	11.6
Rolling 12 Month Period	Apr 2014 - Mar 2015				Jul 2014 - Jun 2015				Oct 2014 - Sep 2015				Jan - Dec 2015			

Legend

As demonstrated in the data table above, Oregon has made improvements in this measure over the course of the last four quarters.

Safety of children is Oregon’s highest priority. Oregon has taken specific actions to address this issue. Oregon established a Foster Care Safety Team last year. Over the past year Oregon has provided training specific to confirming safe environments to all child welfare staff and has trained all certification staff and supervisors in specific analysis of family factors in the process of completing a SAFE home study. Study is currently underway in analysis of Oregon’s out of home care assessment processes and procedures. Revisions to administrative rule and processes are currently underway, and legislative changes direct some specific changes to addressing safety in Oregon’s licensed child caring agencies.

Please refer to the multiple efforts underway in Oregon to address safety in substitute care in Item 25, Quality Assurance for additional information.

Recurrence of Maltreatment

Oregon does not meet the national standard of 8.5. This standard measures of all children who were victims of a substantiated or indicated maltreatment report during a 12-month period, what percent were victims of another substantiated or indicated maltreatment report within 12 months.

Oregon ROM report SA.02 measures recurrence of maltreatment by the total child victims in the cohort, the number/percent of these children who had another substantiated or indicated (recurrence) that occurred within 12 months. The table displays the report period by quarter January 1, 2015 – December 31, 2015 compared to the initial maltreatment period. Although this report does not yet perfectly align with the federal data, it does allow Oregon to track this measure by quarter.

SA.02 (Fed) Recurrence of Maltreatment  
 Of all children who were victims of a substantiated or indicated report of maltreatment during a 12-month target period, what percent were victims of another substantiated or indicated maltreatment allegation within 12 months of their initial report?  
 Report Time Period: January 1, 2015 - December 31, 2015

Report Period End	Mar 31, 2015		Jun 30, 2015		Sep 30, 2015		Dec 31, 2015	
Safe	8607	90.8%	8704	90.4%	8754	90.2%	9178	90.3%
Recurrence	874	9.2%	924	9.6%	954	9.8%	981	9.7%
Total Child Victims	9481	100.0%	9628	100.0%	9708	100.0%	10159	100.0%
Initial maltreatment during	Apr 2013 - Mar 2014		Jul 2013 - Jun 2014		Oct 2013 - Sep 2014		Jan - Dec 2014	



In 2014 CFSR rating data, item #3 rated as in substantial compliance with 164 of the 173 (95%) of the cases reviewed rated as an area of strength. However, in 2015 this measure has fallen well below the level of cases with this item in substantial compliance with 134 of the 171 (78%) of the cases reviewed being rated as an area of strength.

Due to the complexity of Safety Outcome 2, Oregon's analysis is separated into sections below.

3A, Appropriately identified, reported, and applied the appropriate disposition of allegations of maltreatment.

The CFSR ratings do not indicate this as a significant area of concern when reviewing the 2015 case review summaries for each quarter. However, the analysis conducted on reabuse does seem to point to inadequate or incomplete assessments (see below).

3B, Accurately conducted ongoing assessments of safety concerns for the target child.

Again the CFSR ratings do not indicate this as a significant area of concern when reviewing the 2015 case review summaries for each quarter. However, Oregon has developed an ongoing process of case reviews resulting from sensitive issue reports and critical incidents. The individual case reviews indicate inconsistency in practice in completing comprehensive assessments. Oregon is in the process of better capturing data during the sensitive issue report case review process in order to more thoroughly understand what is learned through these reviews.

3C, Develop appropriate safety plans and monitor and update the plans, including monitoring engagement in safety related services.

The caseworker failure to routinely monitor and update the safety plan emerged as a consistent theme in the review of the 2015 case review summaries. What seemed to occur was once the safety plan was established, there were ongoing reviews or updates as a part of monitoring case progress. This issue has also been true in some of the sensitive issue case reviews conducted over the past year.

3D, Prevented the re-occurrence of maltreatment within a 6-month period before or after the initial report that involved the same circumstances.

This area of the overall measure did not emerge as an area of concern in a review of the 2015 CFSR case review summaries. As indicated in the data table above, Oregon is performing well in this measure, although it should be noted that reabuse is more likely during the 3-6 month period in each of the six month time frames reported. In the work Oregon is doing with Casey Family Foundation on the safe and equitable reduction of foster care, their review of national data for Oregon showed that approximately 20% of children who enter care will, at some point in their childhood return to care. This may tie into more sophisticated analysis of whether there are any correlations that can inform practice.

3E, Provide an appropriate level of monitoring of visitation in relationship to the known safety concerns.

This is not an area that emerges as an area of concern in a review of the 2015 CF SR case review summaries.

3F, Prevent the maltreatment of a child by a foster parent or a child remaining in a placement setting that puts the child at risk, known to the agency or unknown, due to inadequate monitoring that goes unaddressed or is inadequately addressed.

Although this was not an area in need of improvement in the 2015 CF SR review ratings, Oregon (14.08) is far above the national standard (8.5). This is an area of significant concern for Oregon.

Re-abuse rate

In order to better understand the re-abuse rate, Oregon also analyzed the re-abuse data for 172 children from the third quarter of 2015, to identify any systemic issues that could be identified or addressed. These results are reflected in the table below.

Group	Was a Child Welfare case open at the time of reabuse?	Was the child on an open assessment at the time of reabuse?	What was the ultimate safety decision of the assessment of the original maltreatment?	Was the child in foster care at the time of reabuse?	Was the child on an open in-home case at the time of reabuse?	Number of children
A	No	No	Safe	No	No	24
B	No	No	Unsafe	No	No	1
C	Yes	No	Safe	No	No	22
D	Yes	No	Unsafe	No	No	26
E	Yes	Yes	Safe	No	No	42
F	Yes	Yes	Unsafe	No	No	9
G	Yes	No	Safe	No	Yes	2
H	Yes	No	Unsafe	No	Yes	6
I	Yes	Yes	Safe	No	Yes	3
J	Yes	Yes	Unsafe	No	Yes	2
K	No	No	Safe	Yes	No	1
L	Yes	No	Unsafe	Yes	No	25
M	Yes	Yes	Unsafe	Yes	No	9

172

Closed Case No Assessment	Open In-Home No Assessment	Open Assessment In-Home	Open Sub-Care	Open Assessment at time of Re-Abuse
26	56	56	34	65
15%	33%	33%	20%	38%

Closed	In-Home	Sub-Care
26	112	34
15%	65%	20%

For example, rows A and B, the 3<sup>rd</sup> quarter data showed that 25 children had closed cases at the time of subsequent maltreatment, and all but one of those were determined to be safe at the close of the initial assessment. This may indicate a failure on the part of the initial assessment – perhaps the assessment was not comprehensive, overlooked existing safety threats, and was closed too early.

In row D, 25 children were effected by a reabuse incident, but were not in foster care. Although the incident did not occur during an open assessment, the case was opened and the original assessment determined the child was unsafe. This may suggest there was no plan in place to manage child safety or that the plan was inadequate to prevent another incident from occurring again.

The circumstances of Group E were difficult to analyze. It may be this measure is impacted by the large number of overdue assessments in the Child Welfare system, there is not sufficient information to understand if these cases are managed as in-home cases but not accurately documented in the state data system or are cases that are intended to be but not yet closed as they are children determined to be safe at the conclusion of the assessment.

The 35 children in rows K, L and M were in foster care at the time of reabuse. This may indicate an issue related to safety in foster care, or other issues related to abuse while in care (inappropriate respite providers, Oregon's definition of child abuse that includes threat of harm, or other issues).

Oregon is involved in several actions specific to child welfare to impact this measure. In 2015 the Consortium for Children reviewed 75 certification records to assess fidelity to the use of the SAFE home study process. The review identified many strengths in Oregon's practice but also identified challenges in appropriately mitigating issues of concern that surfaced during the home study process.

Following the file reviews and submission of findings, Oregon contracted with the Consortium for Children to conduct regionally based trainings for all staff who utilize the SAFE home study. The training was focused specifically in further development of placing emphasis on and developing proficiency in risk mitigation techniques.

Separate regionally based trainings were provided for all supervisors and managers who oversee staff conducting SAFE home studies. This management training was designed to provide additional insight and skill development on supervision strategies and techniques when consulting on, reviewing and approving a SAFE home study.

The Department also provided training for all casework, social service assistant and supervisory staff on Confirming Safe Environments. Additional information is included in Section IV, Item 27, Systemic Factors of this assessment.

The Department is working with Casey Family Programs for analysis of Oregon's current administrative rules and gathering information on best practices around the nation. This work began in 2015, and is ongoing at this time.

The Department has been reviewing all allegations of abuse by a foster parent at both the local and central office level. Case reviews have been conducted on cases where there has been a founded maltreatment by a foster parent. These reviews resulted in the sharing of findings with local offices staff and the development of corrective action plans or strategies where appropriate. The recent development of a quality assurance tool that measures fidelity to the SAFE Home Study Model, compliance with Oregon Administrative Rule and Title IV-E requirements (IV-E PIP) will allow Oregon to gather data and identify trends not only across the state but also down to the local level. These quality assurance reviews are starting April, 2016.

In addition to the actions above, statewide work is occurring within and outside of child welfare to improve safety in foster care. Please find additional information in Item 25, Quality Assurance for Oregon efforts.

An overall review of Safety Outcome 2 indicates both an area of strength and an area needing improvement. The rating is a result of Item # 2 identified as an area of strength and Item #3 as an area of improvement.

## B. Permanency

### Permanency Outcomes 1 and 2

Permanency outcomes include: (A) children have permanency and stability in their living situations; and (B) the continuity of family relationships is preserved for children.

- For each of the two permanency outcomes, include the most recent available data demonstrating the state’s performance. Data must include state performance on the four federal permanency indicators and relevant available case record review data.
- Based on these data and input from stakeholders, Tribes, and courts, include a brief assessment of strengths and concerns regarding Permanency Outcomes 1 and 2, including an analysis of the state’s performance on the national standards for the permanency indicators.

### State Response:

#### Permanency Outcome 1: Children have permanency and stability in their living situations

##### CFSR Item 4: Stability of Foster Care Placement

The federal measure shows the rate of placement moves per day for all children who enter care in a 12-month period. For the period 4/1/2014 to 3/31/2015, Oregon had 6.31 moves per 1000 days of foster care. This is almost 50% higher than the national standard of 4.2.

The table below from Oregon’s Results Oriented Management (ROM) system shows an additional placement stability measurement. This report shows the number of placements per child for any child in substitute care at the end of the period.

Report Period End	Dec 31, 2014		Mar 31, 2015		Jun 30, 2015		Sep 30, 2015	
- Total	7567	100.0%	7558	100.0%	7593	100.0%	7556	100.0%
0 Placements	14	0.2%	21	0.3%	24	0.3%	29	0.4%
1 Placement	2751	36.4%	2802	37.1%	2792	36.8%	2752	36.4%
2 Placements	1954	25.8%	1980	26.2%	1970	25.9%	1933	25.6%
3 Placements	1054	13.9%	982	13.0%	1005	13.2%	1022	13.5%
4 Placements	580	7.7%	571	7.6%	595	7.8%	617	8.2%
5 Placements	342	4.5%	334	4.4%	349	4.6%	334	4.4%
6 or more Placements	872	11.5%	868	11.5%	858	11.3%	869	11.5%
Last day in Period	Dec 31, 2014		Mar 31, 2015		Jun 30, 2015		Sep 30, 2015	

For the most recent federal fiscal year, ending September 30, 2015, Oregon met the goal of two or fewer placements a total of 62.4% of the time. For the past five years, that percentage rate

has been fairly stable with a variance of only 1.9%. Overall placement stability in Oregon has not improved over the past five years and is an area needing improvement.

Item 4 of the CFSR determines whether the child in foster care is in a stable placement and if changes in placement do occur, it is for the best interest of the child and consistent with achieving the child's permanency goal. In general, a case is rated as a strength if a child has experienced no moves in foster care or if they have experienced a move, the move reflects efforts to achieve the case goal; movement from a more restrictive placement to a less restrictive placement such as relative care, or to a pre-adoptive home. A case can also be rated a strength if a placement move was made to provide the child with needed services such as movement into treatment foster care.

Oregon's Office of Program Integrity conducts ongoing internal CFSR case reviews and reviewed 171 cases in 2015. These qualitative reviews give helpful information regarding the reason for movement in foster care. CFSR ratings in 2015 show placement stability rated as a strength 72% of the time.

Oregon is not performing adequately in this outcome measure. Both case review analysis, and internal and external stakeholder's interviews indicate several barriers to placement stability.

One of Oregon's strengths is the emphasis on placement with relatives. As discussed below, while this might also impact placement moves, overall, Oregon's practice positively influences placement stability as well as ongoing connections with a child and his/her family.

One contributing factor is a lack of placement matching opportunities upon initial placement or even subsequent placement. Minus children on trial home visits or in supervised independent living, Oregon's substitute care population at the end of January, 2016 was 6,650. The total number of foster homes at the end of 2015 was 3,847.

Also contributing to multiple moves for children may be foster parents who are not equipped to meet the special needs of the child, may lack of available child care, may be filled beyond capacity, or may lack local resources to meet the level of support needed for the child. Oregon is struggling to keep adequate treatment foster care beds, and have ready access to appropriate psychiatric programs, resulting in children remaining in family foster care and experiencing multiple moves with foster families ill equipped to meet their needs. Oregon has the ability to contract for 465 treatment beds, but is currently utilizing approximately 316 due to the inability of programs to recruit and retain treatment foster care families. While there is no way to capture the number of children in regular foster care who should be in a higher level of treatment care, stakeholder reports indicate that across the state children who meet criteria for BRS placement are living within the regular foster care system.

Another contributing factor to multiple moves may be that Oregon certifies its relative foster homes, and therefore children may be in regular foster care until the relative is temporarily certified. While the CFSR reviews will reflect this type of move as a strength because it leads to a less restrictive placement, the overall number of placements is negatively impacted.

Oregon is also participating in a comprehensive review of the substitute care system as described in Section 4, Item 25, Quality Assurance.

Increased placement with relatives and placement with siblings which should impact the overall health of placement stability is included in Oregon's five year plan. Each branch or District that is performing below Oregon's average in these areas is required to develop and implement an improvement plan with local activities and measures. These plans are in the process of being developed with assistance from eight permanency consultants; six which were just added within the past few months (these improvement plans are discussed in more detail at the end of Permanency Outcome 1).

#### CFSR Item 5: Permanency Goal for the Child

Item 5 of the CFSR measures whether appropriate permanency goals were established for the child in a timely manner.

An OR-Kids data query from the research analysts in OBI report Oregon's statewide data system indicates the OR-Kids child specific case plan where permanency goals are documented in the OR-Kids system are completed within 60 days only 26.4% of the time. This query measures whether a child-specific case plan was completed timely.

In a review of 100 cases and reported in Item 19, Statewide Information System, reviewers found 76% of all cases had child-specific case plans entered into OR-Kids, which measured whether the case plan was available in the system regardless of the time in which it was entered into the database.

CFSR ratings for 2015 show item 5, Permanency Goal for a Child rated as a strength 59% of the time. The rating takes into consideration whether established permanency plans were timely, appropriate and documented somewhere in the case record. In addition to timeliness of establishing the permanency goals, reviewers will determine whether the permanency goals are appropriate. Also included is whether the child has been in care at least 15 of the most recent 22 months, and if so, did the Department either file a petition to terminate parental rights or receive an exception required by the Court. This is an area needing improvement.

CFSR case reviews rate this measure as a strength if permanency goals are identified in documents other than the case plan in OR-Kids, such as a court report. In a review of the comments on the 2015 case reviews, Item 5 is most often rated as an area needing improvement because the case plan was not established in a timely manner. Additionally, cases rated as an area needing improvement when the primary permanency goal was not changed in a timely manner, was not appropriate for the child, or the concurrent goal was either not established or pursued in timely manner.

Stakeholder interviews with the field program managers, providers and the CFSR review team suggest that the two most common barriers to filing timely TPR petitions are judges extending the

jurisdictional period prior to a TPR hearing if parents are making progress on case goals, and DOJ attorneys not willing to file TPR petitions due to legal insufficiency. In Oregon, most counties have their District Attorneys handle the case pre-jurisdiction, and the Department of Justice handles the case post jurisdiction. Stakeholders indicated some DA's negotiate petition allegations findings to settle cases and avoid trial. The result may be findings that do not address the primary safety issues that brought a child into care and do not meet a standard for the filing of a TPR. Stakeholders report that having one attorney for the department throughout the life of the case would help reduce this factor as a barrier.

Interviews with child welfare program managers revealed the most likely contributing factor to this measure is that completing case plans within 60 days is a low priority for field managers who place a higher focus on meeting face to face contact timelines and completing overdue CPS assessments. The managers reported even if a case plan is not completed timely, they believe families are receiving an action plan and conditions for return in a timely manner.

Because Oregon has not routinely measured or monitored this particular item through quantitative data, it is difficult to rely on.

The Juvenile Court Improvement Program (JCIP) reports are reliable information and will be very useful for ongoing monitoring at the local level. The JCIP reports are extremely helpful and Oregon has recently expanded distribution of these reports. Each county has the ability to look at their own court data from JCIP to determine performance around timeliness and each county can work with their judicial team to determine steps for improvement.

As reflected in interviews with field managers, with competing priorities for child welfare casework, it may be that case plan development falls lower in the list of priorities. Also, the number of assessments not completed in a timely manner may negatively impact timeliness to developing a case plan when the ongoing caseworkers receive the case with little time to complete protective capacity assessments and develop a comprehensive case plan.

Also impacting this measure is the actual time it takes for a case to be adjudicated. The Juvenile Court Improvement Program tracks data related to court hearings. Their data show that 66% of dependency petitions filed between July 1, 2014 and June 30, 2015 had jurisdiction findings within 60 days of filing, 16% had jurisdiction findings within 61-90 days of filing, and the remaining 18% took more than 90 days before there were any findings regarding the court's jurisdiction over the child. In 2014, the Oregon Court of Appeals clarified in Dept. of Human Services v. W.A.C. , 263 OR App 382 (2014) that contested petition allegations must be resolved as to both parents before the court may establish jurisdiction over the child. Previously, courts were establishing jurisdiction based on evidence or admissions of one parent. This may be contributing to the delay to jurisdiction in some cases.

Lack of timeliness to jurisdiction and disposition may likely be a contributing factor to workers not having their permanency plans documented in either a case plan or a court report.



Oregon needs improvement in this area. Because Oregon is strengthening its ability to provide additional consultation on permanency issues through the new permanency consultants discussed in Item 4, Oregon expects improvement in this area.

CFSR Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement

This measure determines whether children had permanency in their living situations and if the permanency was achieved in a timely fashion.

Permanency in 12 months for children entering foster care

For the period 4/1/2012 to 3/31/2015, 40% of the children achieved permanency within 12 months of removal. This is 0.5% less than the national standard of 40.5%.

Permanency in 12 months for children in foster care 12 to 23 months

For the period 4/1/2014 to 3/31/2015, 42.9% of the children in foster care who had been in foster care between 12 and 23 months achieved permanency within the period. This is 0.7% less than the national standard.

Permanency in 12 months for children in foster care for 24 months or longer

For the period 4/1/2014 to 3/31/2015, 31.6% of all children in foster care who had been in foster care 24 months or more achieved permanency within the period. This is 1.3% above the national standard of 30.3%.

Oregon is within one percentage point of the national standards for permanency within 12 months of entering foster care and permanency in 12 months for children in foster care 12 to 23 months. Oregon is above the national standard for permanency in 12 months for children in foster care for 24 months or longer. Nonetheless, the tables provided below indicate that Oregon is not achieving timely permanency and has much work to do in several areas. The current efforts to increase timely permanency in Oregon are highlighted at the end of this section.

The following data tables, produced through ROM provide detail for Oregon's performance in the area of achieving permanency. The first table, CM.05 Discharge Reason, shows where children went at discharge from foster care. The report also reflects the discharge reason for each age group dependent upon the age of removal. For example, permanency through adoption decreases at a significant rate when children enter care on or after age 9. This table includes reunification, adoption, guardianship, and permanency not attained. For permanency not attained, emancipation in Oregon means the child has aged out of the foster care system. Not surprisingly, the percentage of children at discharge from foster care for the reason of aging out increases substantially as children in foster care get older.

**CM.05 Discharge Reason (of those discharged)**  
 Percent/count of children discharged, by the discharge reason, by selected filter  
 Report Time Period: October 1, 2014 - September 30, 2015

Age Group at Removal	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL	Total		
<b>Total</b>	<b>1276</b>	<b>100.0%</b>	<b>730</b>	<b>100.0%</b>	<b>618</b>	<b>100.0%</b>	<b>469</b>	<b>100.0%</b>	<b>467</b>	<b>100.0%</b>	<b>366</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>3926</b>	<b>100.0%</b>
<b>Reunification</b>	<b>707</b>	<b>55.4%</b>	<b>476</b>	<b>65.2%</b>	<b>384</b>	<b>62.1%</b>	<b>298</b>	<b>63.5%</b>	<b>271</b>	<b>58.0%</b>	<b>159</b>	<b>43.4%</b>	<b>0</b>	<b>0.0%</b>	<b>2295</b>	<b>58.5%</b>
Reunification w Parent(s)/Prim. Caretaker(s)	696	54.5%	457	62.6%	373	60.4%	289	61.6%	251	53.7%	149	40.7%	0	0.0%	2215	56.4%
Living w Other Relative(s)	11	0.9%	19	2.6%	11	1.8%	9	1.9%	20	4.3%	10	2.7%	0	0.0%	80	2.0%
Adoption	478	37.5%	162	22.2%	121	19.6%	41	8.7%	13	2.8%	1	0.3%	0	0.0%	816	20.8%
Guardianship	68	5.3%	73	10.0%	66	10.7%	63	13.4%	40	8.6%	20	5.5%	0	0.0%	330	8.4%
<b>Permanency Not Attained</b>	<b>20</b>	<b>1.6%</b>	<b>17</b>	<b>2.3%</b>	<b>37</b>	<b>6.0%</b>	<b>60</b>	<b>12.8%</b>	<b>133</b>	<b>28.5%</b>	<b>172</b>	<b>47.0%</b>	<b>0</b>	<b>0.0%</b>	<b>439</b>	<b>11.2%</b>
Emancipation	5	0.4%	6	0.8%	28	4.5%	42	9.0%	83	17.8%	122	33.3%	0	0.0%	286	7.3%
Transfer to Another Agency	9	0.7%	9	1.2%	6	1.0%	11	2.3%	26	5.6%	21	5.7%	0	0.0%	82	2.1%
Runaway	0	0.0%	2	0.3%	1	0.2%	7	1.5%	23	4.9%	29	7.9%	0	0.0%	62	1.6%
Death	6	0.5%	0	0.0%	2	0.3%	0	0.0%	1	0.2%	0	0.0%	0	0.0%	9	0.2%
Missing or Unknown	3	0.2%	2	0.3%	10	1.6%	7	1.5%	10	2.1%	14	3.8%	0	0.0%	46	1.2%

Reunification

The next two tables are specific to children who achieved reunification. The first table, FO.01.1 Reunification in 12 months, shows the number and percentage of children, by age, who achieved reunification and whether they did so within 12 months. The overall percentage is 65.8%. With the exception of children entering care at 15+, who have a better chance of achieving reunification within 12 months than any other age group, reunification within 12 months decreases with older children.

The second table shows, by age, the median months to reunification of those that reunified. It is once again surprising that children entering care at 15+ and who achieved reunification, had the shortest foster care episode. With the exception of this age group, younger children who achieve reunification do so more quickly.

**FO.01.1 Reunification in 12 months (of those reunified)**  
 FO.01.1 Reunification in 12 months (of those reunified)  
 Report Time Period: October 1, 2014 - September 30, 2015

Age Group at Removal	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL	Total		
<b>Total reunified</b>	<b>687</b>	<b>100.0%</b>	<b>453</b>	<b>100.0%</b>	<b>368</b>	<b>100.0%</b>	<b>284</b>	<b>100.0%</b>	<b>261</b>	<b>100.0%</b>	<b>148</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>2201</b>	<b>100.0%</b>
<b>Met - less than 12 months</b>	<b>480</b>	<b>69.9%</b>	<b>275</b>	<b>60.7%</b>	<b>227</b>	<b>61.7%</b>	<b>182</b>	<b>64.1%</b>	<b>173</b>	<b>66.3%</b>	<b>111</b>	<b>75.0%</b>	<b>0</b>	<b>0.0%</b>	<b>1448</b>	<b>65.8%</b>
Reunified 0-5 months	312	45.4%	164	36.2%	128	34.8%	105	37.0%	105	40.2%	76	51.4%	0	0.0%	890	40.4%
Reunified 6-11 months	168	24.5%	111	24.5%	99	26.9%	77	27.1%	68	26.1%	35	23.6%	0	0.0%	558	25.4%
<b>Not met - Reunified 12+ months</b>	<b>207</b>	<b>30.1%</b>	<b>178</b>	<b>39.3%</b>	<b>141</b>	<b>38.3%</b>	<b>102</b>	<b>35.9%</b>	<b>88</b>	<b>33.7%</b>	<b>37</b>	<b>25.0%</b>	<b>0</b>	<b>0.0%</b>	<b>753</b>	<b>34.2%</b>
Reunified 12-23 months	151	22.0%	119	26.3%	84	22.8%	59	20.8%	47	18.0%	28	18.9%	0	0.0%	488	22.2%
Reunified 24-36 months	43	6.3%	42	9.3%	36	9.8%	23	8.1%	25	9.6%	6	4.1%	0	0.0%	175	8.0%
Reunified 36+ months	13	1.9%	17	3.8%	21	5.7%	20	7.0%	16	6.1%	3	2.0%	0	0.0%	90	4.1%
<b>Reunified During</b>	<b>Oct 2014 - Sep 2015</b>															

**FO.01.2 Median months to reunification (of those reunified)**

FO.01.2 Median months to reunification (of those reunified)  
Report Time Period: October 1, 2014 - September 30, 2015

Adoption

The following two tables are specific for children who achieved adoption. The first table, FO.02.1 Adopted in less than 24 months, shows children achieving adoption and whether they did so within 24 months. Oregon is meeting this requirement only 16.5% of the time, indicating a significant area needing improvement.

Age Group at Removal	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL		Total	
<b>Total</b>	<b>478</b>	<b>100.0%</b>	<b>162</b>	<b>100.0%</b>	<b>121</b>	<b>100.0%</b>	<b>41</b>	<b>100.0%</b>	<b>13</b>	<b>100.0%</b>	<b>1</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>816</b>	<b>100.0%</b>
<b>Met - less than 24 months</b>	<b>100</b>	<b>20.9%</b>	<b>16</b>	<b>9.9%</b>	<b>14</b>	<b>11.6%</b>	<b>2</b>	<b>4.9%</b>	<b>2</b>	<b>15.4%</b>	<b>1</b>	<b>100.0%</b>	<b>0</b>	<b>0.0%</b>	<b>135</b>	<b>16.5%</b>
Adopted 0-11 months	4	0.8%	2	1.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	0.7%
Adopted 12-23 months	96	20.1%	14	8.6%	14	11.6%	2	4.9%	2	15.4%	1	100.0%	0	0.0%	129	15.8%
<b>Not met - Adopted 24+ months</b>	<b>378</b>	<b>79.1%</b>	<b>146</b>	<b>90.1%</b>	<b>107</b>	<b>88.4%</b>	<b>39</b>	<b>95.1%</b>	<b>11</b>	<b>84.6%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>681</b>	<b>83.5%</b>
Adopted 24-35 months	189	39.5%	61	37.7%	44	36.4%	11	26.8%	3	23.1%	0	0.0%	0	0.0%	308	37.7%
Adopted 36+ months	189	39.5%	85	52.5%	63	52.1%	28	68.3%	8	61.5%	0	0.0%	0	0.0%	373	45.7%
Dates Adopted	Oct 2014 - Sep 2015															

The second table, FO.02.2 Median months to adoption, shows the median months to achieving adoption. Overall, Oregon is at 34.9%. No age group is doing well in this area, although the table shows that by age, the older the child, the longer it takes to achieve adoption.

Age Group at Removal	0 - 2		3 - 5		6 - 8		9 - 11		12 - 14		15+		NULL		Total	
	Children	Median	Children	Median	Children	Median	Children	Median	Children	Median	Children	Median	Children	Median	Children	Median
<b>Median</b>	<b>687</b>	<b>6.9</b>	<b>453</b>	<b>8.9</b>	<b>368</b>	<b>8.8</b>	<b>284</b>	<b>8.8</b>	<b>261</b>	<b>7.6</b>	<b>148</b>	<b>5.9</b>	<b>0</b>	<b>0</b>	<b>2201</b>	<b>7.9</b>
Reunified During	Oct 2014 - Sep 2015															

Oregon has chosen to track in its state plan a sub measure of adoption timeliness by measuring the percentage of children who are adopted in less than 12 months after being legally free. This sub measure was chosen because Oregon believes staff actions will likely have the greatest impact during this time period. Timeliness or lack thereof on a case pre-TPR can come from many system factors. Timeliness or lack thereof post-TPR should primarily fall within the Department's control. Oregon has set a benchmark that 53.7% of children achieve adoption within 12 months of being legally free. Oregon is presently meeting this goal only 44.3% of the time.

Guardianship

Oregon's statewide data system does not have a specific report which tracks timeliness to guardianship, and is unable to provide specific information on how well Oregon is achieving timely guardianships. Discharge reason of guardianship is reflected in the overall timeliness to permanency measure in CM.05, Discharge reason.

APPLA

The following tables show the number of children on APPLA plans and highlights Oregon's progress in reducing the number of children on APPLA plans over the past five quarters.

The first table comes from Oregon’s Quarterly Business Review report, the data comes from OR-Kids generated production reports (FC 1005, Children in Care), and shows that Oregon reduced APPLA plans for children under the age of 18 from 15.7% to 9.3%. Even before the Federal law was enacted in October 1, 2015, Oregon was making slow but steady progress in reducing the number of children on APPLA (discussed at the end of this section).

<b>Program population</b>	Foster Care children under age 18 on an APPLA case plan at the end of the quarter. Source FC 1005 Children In Care report from production reports				
<b>Calculation</b>	Calculate Percent of all foster care children under age 18 with an appla plan using Permancy Plan data.				
<b>Outome Range</b>	<b>Red</b>	<b>Yellow</b>	<b>Green</b>	<b>Not a Tier 1 Measure</b>	
<b>CW Target: &lt;12.4% (25% reduction)</b>	>15.0%	15.0 - 13.6%	<13.6 %	<b>Tier 2 Owner: Kathy Prouty</b>	
<b>Period</b>	<b>Administrative Data</b>				
<b>QBR period</b>	<b>Date of Source Data</b>	<b>Children in APPLA Under 18</b>	<b>All Foster Care Children Under 18</b>	<b>Percent of Fostercare Children on APPLA and Under 18</b>	<b>Outcome Color</b>
QBR 2014_Q4	1/1/2015	1,113	7,094	15.7%	<b>Red</b>
QBR 2015_Q1	4/1/2015	1,094	7,007	15.6%	<b>Red</b>
QBR 2015_Q2	7/1/2015	1,044	7,111	14.7%	<b>Yellow</b>
QBR 2015_Q3	10/1/2015	943	7,080	13.3%	<b>Green</b>
QBR 2015_Q4	1/1/2016	660	7,060	9.3%	<b>Green</b>

The following table provides a current breakdown of the number and age of children who remain on APPLA plans in Oregon and was provided through a research analyst query of the OR-Kids data.

APPLA Children in FC on 3/1/2016										
Districts	Age 0 to 5		Age 6 to 12		Age 13 to 17		Age 18 to Older		Total APPLA	
	#	%	#	%	#	%	#	%	#	%
Central Office		0.0%		0.0%		0.0%	2	0.5%	2	0.2%
District 01		0.0%	4	5.6%	16	3.5%	16	3.6%	36	3.7%
District 02	2	66.7%	33	46.5%	120	26.5%	160	36.4%	315	32.6%
District 03		0.0%	9	12.7%	54	11.9%	42	9.5%	105	10.9%
District 04		0.0%	6	8.5%	41	9.1%	17	3.9%	64	6.6%
District 05		0.0%	5	7.0%	61	13.5%	69	15.7%	135	14.0%
District 06		0.0%	3	4.2%	23	5.1%	13	3.0%	39	4.0%
District 07		0.0%	2	2.8%	12	2.6%	13	3.0%	27	2.8%
District 08		0.0%	2	2.8%	34	7.5%	29	6.6%	65	6.7%
District 09		0.0%	1	1.4%	5	1.1%	3	0.7%	9	0.9%
District 10	1	33.3%	1	1.4%	10	2.2%	7	1.6%	19	2.0%
District 11		0.0%	2	2.8%	10	2.2%	5	1.1%	17	1.8%
District 12		0.0%	1	1.4%	13	2.9%	7	1.6%	21	2.2%
District 13		0.0%		0.0%	6	1.3%	1	0.2%	7	0.7%
District 14		0.0%		0.0%	5	1.1%	5	1.1%	10	1.0%
District 15		0.0%	2	2.8%	24	5.3%	19	4.3%	45	4.7%
District 16		0.0%		0.0%	19	4.2%	32	7.3%	51	5.3%
<b>Total APPLA</b>	<b>3</b>	<b>100.0%</b>	<b>71</b>	<b>100.0%</b>	<b>453</b>	<b>100.0%</b>	<b>440</b>	<b>100.0%</b>	<b>967</b>	<b>100.0%</b>

Between January 1, 2014 and December 30, 2015, Oregon conducted Permanency Roundtables on approximately 500 youth. While a plan of APPLA was not the primary case selection criteria, many of the youth reviewed were on APPLA and had been in care at least two years. In August of 2015, the first metrics were evaluated for Multnomah, Washington and Clackamas counties only (counties who had completed PRT's at least one year from the report). Of 235 youth who received a PRT in those counties, five were returned home and eight entered into guardianships. An updated report on additional counties will be ready before Oregon's next APSR submission.

OPI through their CFSR reviews not only determine whether permanency was achieved timely, but whether concerted efforts were made to achieve the identified permanency plan for the child. CFSR case reviews for Item 6 during 2015, determined that Oregon met this outcome 75% of the time.

The CFSR review team reports many of the cases with a rating as an area needing improvement are for children on APPLA with a lack of effort to achieve legal permanency, or children remaining on reunification plans long after the reviewers determine an alternate permanency plan should be implemented.

A review of the summary reports from the 2015 reviews indicate a lack of concerted efforts on the part of the Department in achieving permanency, not changing the permanency plan in a timely manner, court extensions of the reunification plan and, at times, insufficient services to meet the needs of the child or parent in a timely manner.

Oregon's data reports provide a picture of both the efforts to achieve permanency and where it becomes more challenging, as indicated in the tables above and the comments. The quantitative data provides the additional information for some of Oregon's struggle with timeliness to achieving permanency.

Further analysis of some data tables, such as the breakdown of children remaining in care on APPLA plans reflects the impact of more populated districts on the overall statewide measure. For example Districts 2 and 5 alone account for over 50% of all children over 18 remaining in the Department's custody and on an APPLA plan. Children with a permanency plan of APPLA will continue to change over the course of 2015 as the annual court reviews occur and younger children who currently have APPLA plans will be changed to a different permanency plan.

Internal and external stakeholders cite barriers to achieving timely permanency that mirror closely what is reflected in the CFSR case review process. Stakeholders reported lack of understanding of the complicated processes for both adoption and guardianship, worker turnover, lack of ongoing training and consultation, judicial delays especially in giving parents additional time to achieve their expected outcomes, and more accountability when workers simply do not get their work done in a timely manner.

Additionally, Oregon's staffing limitations as described in Item 25, Quality Assurance, may also impact timeliness to adoption.

A significant barrier that became apparent in the PRT's was the number of foster families who would have committed to guardianship but for the fact of their foster child not being eligible for guardianship assistance. As a result, Oregon requested a revision to state statute that now allows state general funds to be used for guardianship assistance for non IV-E children. Guardianships are now in progress for many children who had been lingering in care and in APPLA plans.

In addition to the Permanency Roundtables for individual youth, Oregon staff were trained by Casey Family Programs to present Casey's permanency values training curriculum which occurred for every District. This all-day training which was mandatory for permanency workers and supervisors highlighted the benefits for children of all ages achieving legal permanency, the research that shows discouraging outcomes for children who age out of the foster care system, specific strategies for reducing the barriers for achieving permanency, and how Roundtables can be used to get long stayers out of foster care.

New resources within the Child Permanency Program have recently been added, increasing the number of permanency consultants covering the state from two to eight. With the completion of Permanency Roundtables in Oregon and the addition of these new resources, permanency consultants are now addressing the permanency measures in Oregon's state plan. Using individual data analysis available through ROM and the Oregon Judicial Department, permanency consultants are working alongside the leadership in each branch to develop a strategic plan to increase the timeliness to permanency (reunification, guardianship, and adoption), placement stability, placement with siblings, and placement with relatives if they are performing below the state averages. Those plans include a summary of the data analysis, the branch or district specific goals, specific strategies to reach those goals, measurements to be used, accountability plans, needed supports, and risks or consequences that may be associated with the identified strategies. This work is just beginning. It is the expectation that these plans will not be DHS driven only, but will include community stakeholders such as the judiciary if the data analysis determines timeliness and other types of barriers include factors outside of DHS control.

### **Permanency Outcome 2: The Continuity of Family Relationships and Connections is Preserved for Children**

#### **Item 7: Placement with Siblings**

This measure determines whether children are placed with their siblings and if they are not, whether concerted efforts were made to do so or a determination was made whether it was necessary to place them separately to meet the needs of one of the siblings.

Statewide Children in Out of Home Foster Care Placed Together, Partly Together, Not Together September 30, 2014							
Sibling Group Size	Number of Cases	Count			Percentage		
		All Siblings Together	Partly Together	Not Together	All Siblings Together	Partly Together	Not Together
2	958	697	1	260	72.8%	n/a	27.1%
3	355	195	112	48	54.9%	31.5%	13.5%
4	127	55	68	4	43.3%	53.5%	3.1%
5	39	13	26		33.3%	66.7%	0.0%
6	16	3	18		18.8%	112.5%	0.0%
7	3	1	2		33.3%	66.7%	0.0%
8	2		2		na	100.0%	0.0%
Total Number of Sibling Groups	1,500	964	229	327	64.3%	15.3%	21.8%

*\*Note does not include IV-E eligible children served by the tribes*

Source: Oregon Data Book, AFCARS

The most recent data shows that in Oregon, a child is placed with at least one sibling about 79% of the time. Since 2010, the percentage has decreased slightly with the highest variance in percentage at 82% in 2011.

Oregon’s Office of Program Integrity through the CFSR reviews in 2015, indicate that Oregon makes concerted efforts to place children with all their siblings 90% of the time. The reviewers only count a case as a strength if a child is placed with all their siblings, unless there is a valid reason not to do so. Some common valid reasons for sibling separation include safety, half siblings placed with respective relatives, or, if children are placed apart, concerted efforts being made to reunite them in foster care.

Internal and external stakeholders believe the most common barrier to not achieving this goal in a case is lack of foster homes that can take sibling groups, and when children are separated, lack of effort to get them back together. Attorneys, CASA’s, and even caseworkers will hesitate to “disrupt” a child’s stable placement even if it means bringing siblings back together while in substitute care.

CFSR Item 8: Visiting with Parents and Siblings in Foster Care

This measure determines whether concerted efforts were made to ensure that visitation between a child in foster care and his or her mother, father, and siblings is of sufficient frequency and quality.

Oregon’s statewide data system is unable to provide quantitative data on this measure, so Oregon relies on the Office of Program Integrity to evaluate this measure through the internal CFSR reviews. Although the statewide data system captures types of visits, because there are multiple ways to enter and code visitation information in OR-Kids, without focused and intentional training in documentation of visitation types, data analysis would be unreliable.

When evaluating this measure, the CFSR review looks at the whereabouts of the parents and whether they are available or not, whether one or both parents had an existing relationship to the child prior to foster care, whether efforts were made to ensure visitation and parents failed to follow through, and if there are siblings, the concerted efforts to ensure continued contact with the siblings is occurring. Oregon reviews both the frequency and the quality of the visits.

CFSR case reviews in 2015 determined that Oregon was meeting this outcome 89% of the time.

The Oregon Citizen's Review Board also took a look at visitation in Oregon from November 1, 2014 through April 30, 2015. The CRB collected data from 33 counties on 1,316 children and determined that in 9 out of 10 cases reviewed, DHS was making concerted efforts to ensure that the frequency and quality of visitation was sufficient to maintain and promote the continuity of the relationship between children and their families. In 92% of the cases reviewed, DHS made concerted efforts to ensure that the visits with mothers were adequate, in 82% of the cases reviewed, DHS made concerted efforts to ensure that the visits with fathers was adequate, and in 93% of the cases reviewed, DHS made concerted efforts to ensure that the visits with siblings was adequate. Visitation with fathers appears to be area needing improvement in this outcome.

DHS program managers believe that a contributing factor to this measure doing well is that many judges set a minimum standard for visitation and hold workers accountable to that standard.

#### CFSR Item 9: Preserving Connections

This measure determines whether concerted efforts were made to maintain the child's connections to his or her neighborhood, community, faith, extended family, Tribe, school, and friends.

Oregon's statewide data system is unable to provide quantitative data on this measure, and Oregon relies on the CFSR review to evaluate this measure.

An evaluation of important connections for the child prior to the child entering care is an important part of this measure and is included in the rating. The reviewers conducting the CFSR case reviews during 2015 determined that Oregon is meeting this outcome 91% of the time.

A contributing factor to the positive outcome on this measure is likely due to the court ordering a child to remain in their home school as a best interest determination.

The Indian Child Welfare Act requires states to comply with the placement preferences of the tribe for children in care, and in the level of effort being provided to prevent removal.

Tribal collaboration and stakeholder input over the last year has resulted in improvement of data collection. This improvement has supported the building of a data baseline for increased the knowledge of the Oregon tribes on length of stay in placement, the ratio of ICWA children that are



from out-of-state and in-state tribes, and how individual district ICWA data can help drive system and practice improvements. The Oregon ICWA Advisory Council is regularly informed and engaged in this data sharing process.

**CFSR Item 10: Relative Placement**

This measure determines whether concerted efforts were made to place the child with relatives when appropriate

The table below, based on a data query from the data warehouse of OR-Kids data maintained by OBI, indicates not only first placement with relatives, but whether children were eventually placed with relatives and at what point in the case. Oregon believes that first placements with relatives are important, but if that is not possible, it is equally important to get a child with their relative in the shortest amount of time possible. For children entering care during the 2014 federal fiscal year, 46% were eventually placed with a relative.

Placement with relatives for children who entered foster care		
For Children entering care for FFY 2014		
Children 18 or older on the removal date were excluded from the dataset		
source: data query from DW		
	Time from entry in foster care to placement with a relative	%
	First placement with relatives	30%
	Placement within 30 days	9%
	Within 90 days	3%
	Within 6 months	2%
	Within first year	2%
	Placement after first year	<1%
	Has never been placed with a relative	54%

Oregon’s Office of Program Integrity evaluates this measure through the CFSR case review and rates the item as a strength on a case if a child was placed with a relative during the review period. The measure can also be rated as a strength if timely and concerted efforts to search and locate relatives, provide equal efforts to both maternal and paternal families, and continue with searches at critical junctions of a case are seen during the case review. The CFSR case reviews during 2015 determined that Oregon met this outcome 90% of the time. Placement with relatives is a strength for Oregon.

Discussion with field program managers on Oregon’s performance on this measure indicate that having dedicated staff or contracts with community partners that focus solely on relative search and engagement is a contributing factor to the success in this area.

CFSR Item 11: Relationship of Child in Care with Parents

This measure determines whether concerted efforts were made to promote, support, and or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregiver through activities other than just arranging for visitation. There are other ways to promote the child's relationship with their parent or caregiver; encouraging participation in school activities, medical appointments, sports activities, etc.

Oregon's statewide data system is unable to provide quantitative data on this measure, and relies on Oregon's Office of Program Integrity to evaluate this measure through their CFSR reviews.

CFSR case reviews during 2015, determined that Oregon met this outcome 76% of the time.

Stakeholders, especially in discussion with field program managers commented the most common barrier is lack of resources. If foster parents are hesitant to have personal contact with parents, it becomes the responsibility of the caseworkers or casework aides to notify parents of activities they may be involved with, as well as potentially providing transportation.

Overall Oregon is performing well on Permanency Outcome 2. Oregon anticipates continued improvements in each of the permanency outcomes with the increased capacity to provide ongoing consultation in the field offices through permanency consultants.

The challenges in this area that Oregon needs to address are the more sophisticated use of OR-Kids, training for field staff (such as consistent and accurate documentation of the type of visit) and the development of related reports that could inform Oregon's case practice. Other challenges over which the Department does not have control is the level of funding for staff given the workload model, and readily available community resources to assist families, such as transportation.

Oregon is also conducting training throughout the state specific to family engagement strategies as a part of the Differential Response implementation, which increases staff knowledge and skill in maintaining family connections. Additionally, the IV-E waiver project extensively uses family and youth involvement in case planning, increasing Department workforce knowledge and skills in implementing family centered, trauma-informed practice.

## C. Well-Being

### Well-Being Outcomes 1, 2, and 3

Well-being outcomes include: (A) families have enhanced capacity to provide for their children's needs; (B) children receive appropriate services to meet their educational needs; and (C) children receive adequate services to meet their physical and mental health needs.

- For each of the three well-being outcomes, include the most recent available data demonstrating the state's performance. Data must include relevant available case record review data and relevant data from the state information system (such as information on caseworker visits with parents and children).
- Based on these data and input from stakeholders, Tribes, and courts, include a brief assessment of strengths and concerns regarding Well-Being Outcomes 1, 2, and 3.

### State Response:

#### Well Being Outcome 1: Families have enhanced capacity to provide for their children's needs

##### CFSR Item 12: Child's, Parents', Foster Parents' Needs Assessed and Met

Item 12 determines, under the period under review, the agency (1) made concerted efforts to assess the needs of children, parents, and foster parents both initially, if the child entered foster care or the case was opened during the period under review, and on an ongoing basis to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family and (2) provided the appropriate services.

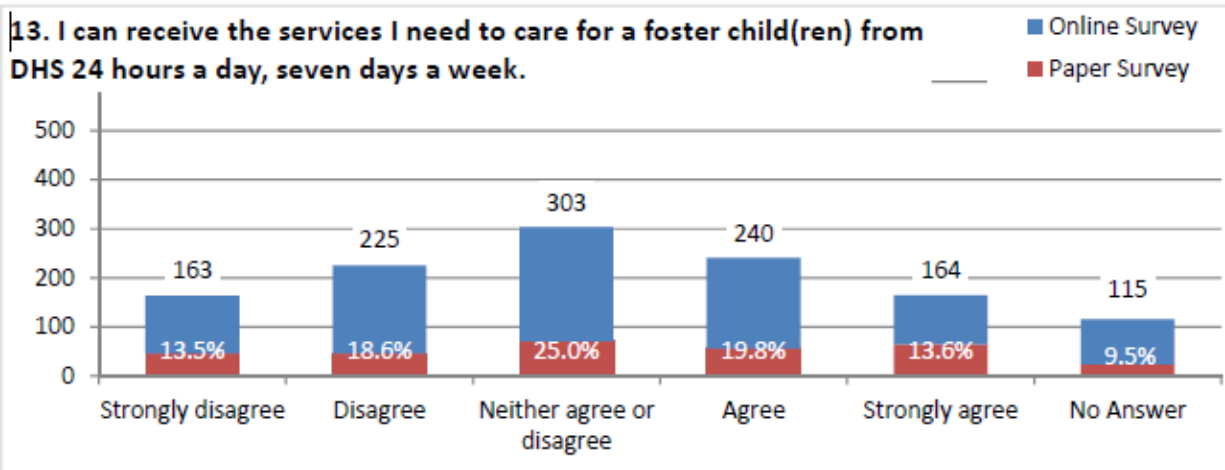
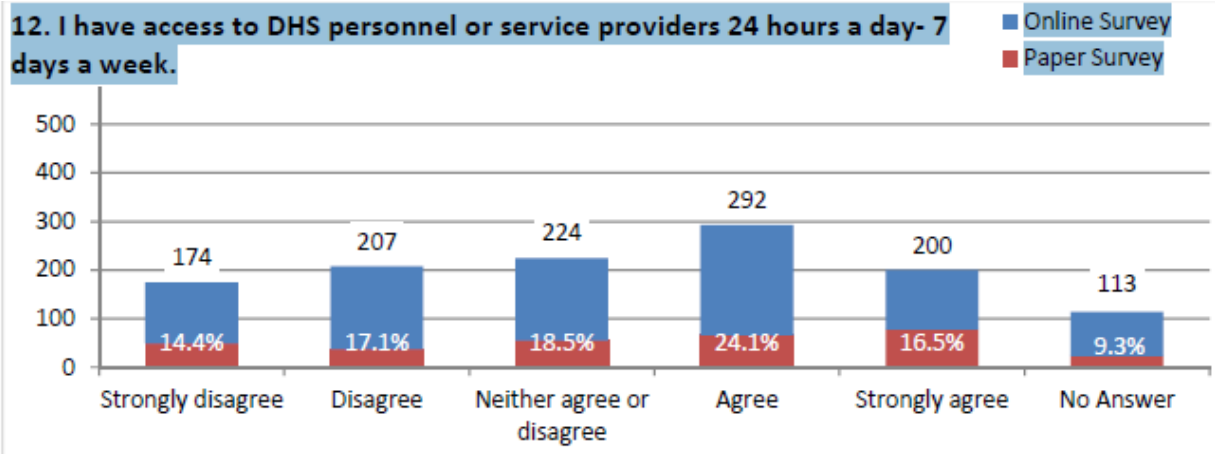
The Department refers all children for a Child and Adolescent Needs and Strength (CANS) assessment after the child has been substitute care to identify the supervision needs of the child. A referral is made within the first 20 days of the child's initial placement, annually thereafter if the CANS ratings indicate a level of care is needed, when a child moves from a BRS placement to regular foster care, or when a child's behaviors indicate reassessment is needed.

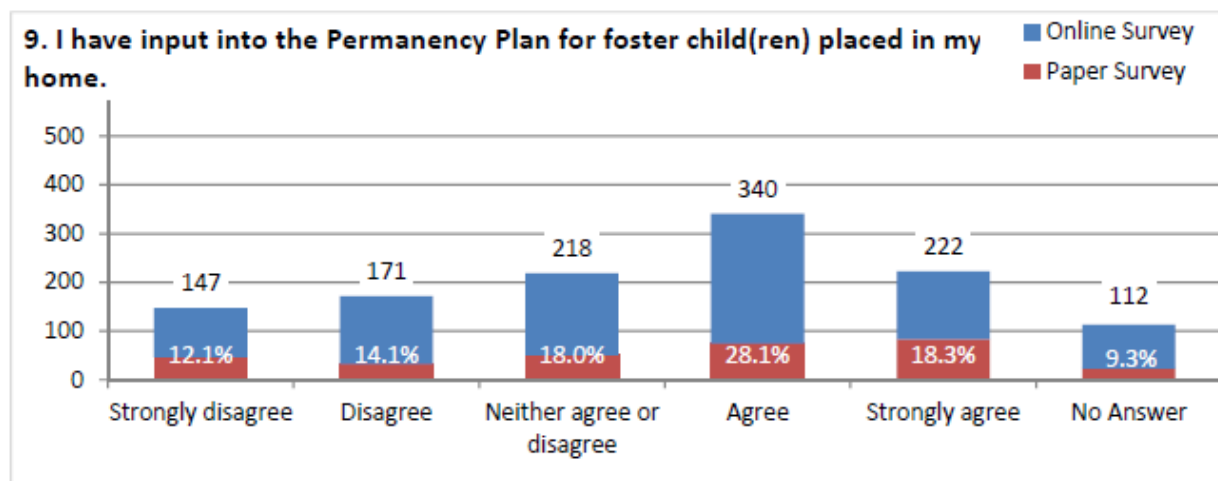
The Department has contracted agreements with Oregon Health Authority's Coordinated Care Organizations (CCO) to ensure children and youth receive a CANS assessment when needed. These services are provided by the CCO's statewide. There is no reliable data at this time to indicate whether children in care eligible to receive a CANS assessment are receiving one in a timely manner. The Department is aware of the deficiencies of the current report and are actively working with the technical staff to correct and enhance the report functionality.

During the assessment of all new child welfare cases, the caseworker is responsible for completing a protective capacity assessment and incorporate the findings of the parents behavioral, cognitive and emotional characteristics into the development of the case plan. Oregon completed a review of 200 cases were reviewed for compliance with Oregon policy and found that 89 cases (44.5%) had updated Protective Capacity Assessments documented in OR-Kids.

As a part of the Round 2 CFSR Program Improvement Plan, Oregon developed a 90-day case staffing review tool. It is unknown at this time how often this is still used by supervisors in regular clinical consultation.

At this time Oregon does not have quantitative data available to assess the needs of foster parents. Please also refer to Item 28 for additional information. The results of the 2015 foster parent survey indicate that 30% of foster parents responding to the survey disagree or strongly disagree that Department staff and providers are available after-hours or can receive the services they need to care for a child at all times. Over 26% of respondents disagree or strongly disagree that they have an opportunity for involvement in permanency planning.





Oregon completed 171 CFSR reviews during 2015 with results for Item 12 indicated below.

- 74 % of the cases were found to be a strength. (2014 this was rated as 90%).

A review of the CFSR summaries indicates several recurring areas. The most prevalent is the lack of efforts to assess the needs of the foster parent. The following comments indicate the themes for this item and need for improvement:

- Not providing the foster parent with sufficient information and not seeking support for foster parents in addressing challenging children’s behaviors
- Children not receiving a CANS (Child and Adolescent Needs and Strengths Assessment) or not receiving in a timely manner
- Assessment of needs for one but not both parents, particularly fathers, and
- Delays in assessment due to waiting lists and/or availability of services.

Oregon’s child welfare system has in place the processes and procedures to assess the needs of children, families, and foster parents. Oregon has identified the need to improve these processes and monitor progress in this area

During the end of 2014 and throughout 2015, the Department engaged in a comprehensive staff training referred to as Oregon Safety Model refresh, including classroom and web based trainings. Emphasis was placed on completing the Protective Capacity Assessment with families. Ongoing training and supervision will improve integration the identified needs of families into case planning and tracking for actual service delivery.

The efforts underway in the implementation of Differential Response and the IV-E Waiver project will increase family engagement and the addition of consultant resources available throughout the state in supporting ongoing case progress review will improve the work in this area. The Differential Response and IV-E Waiver evaluations (each conducted through contracted evaluation teams) will provide valuable information in this area.

Oregon is in the infancy stages of performance based contracting (refer to Section 4, E. Service Array) which will, within the next few years, enable the Department to track service outcomes to identified needs and case outcomes.

As the case reviews indicate, there may be times when assessment services (particularly psychological assessments) are not readily available in a community, or, when available, have a wait time for appointments. There are situations with some cases that inhibit or delay parent participation in assessments (for example, parents' attorneys advising a parent not to participate in an assessment or delaying timely completion of an assessment). Factors such as these are out of the control of the Department.

Paid child care is available to only a limited number of relative caregivers and the Department is currently assessing feasibility of making this resource more widely available. A standard process for communicating children's needs to the caregiver may be a strategy to improve this area.

Overall, this is an area that needs improvement in Oregon with consistent oversight in ensuring assessment procedures are followed.

#### CFSR Item 13: Involvement of Child/Parents in case planning

Item 13 determines, whether, during the period under review, concerted efforts were made (or are being made) to involve parents and children (if developmentally appropriate) in the case planning process on an ongoing basis.

Oregon does not have a quantitative data measure for this item.

CFSR case reviews during 2015, determined that Oregon met this outcome 74% of the time. In the 2014 reviews, this measure was rated as a strength 60% of the time. This item was not measured in the CFSR reviews prior to 2014.

Oregon reviewed all of the Item 13 summary comments for the 2015 case reviews. In those cases where this item was rated as an area needing improvement (26 % of all cases) summary comments indicate caseworkers involved mothers more than fathers in the case planning. Other comments included poor communication between caseworkers and one or both parents or the child, the parent's belief that they were not involved in case planning to the extent desired, lack of ongoing contact and involvement with parents after the permanency plan changed to APPLA.

Youth participating in the focus group expressed a desire for more involvement in their case planning processes, particularly involvement in youth transition.

Parents participating in the focus group expressed a strong desire for more involvement and information about the well being of their child/ren when the child was in substitute care. Parents also indicated that a mentor was a valuable resource for navigating the complexities of child welfare involvement in the family and a support for engaging in services.

As indicated in Item 12, Oregon identifies a need for further improvement in this area. The actions undertaken to improve staff knowledge and skill in the Oregon Safety Model and in family engagement will impact improved performance on this item. There is additional work underway as part of the Differential Response evaluation, including a parent survey in both DR and non-DR Districts. The results of this survey will inform impact of DR on family engagement and the strategies used in implementation.

DR District/County	Matched non-DR District
D5 (Lane)	D3 (Marion County only) (implementation 10/17)
D11 (Klamath/Lake)	D10 (Jefferson/Crook/Deschutes) (10/17)
D4 (Linn/Benton/Lincoln)	D3 (Polk and Yamhill) 10/17 D6 (Douglas) 10/17
D16 (Washington)	D2 (Multnomah) (8/16)

The survey is being conducted with the following matching criteria:

- County population
- % racial minority population
- Number of CPS assessments conducted per year
- DR implementation schedule (only counties implementing DR 8/16 or after were considered for potential matches)

The several APPLA cases parents were no longer included in case planning processes, and in some cases had lost most communication altogether. Department practice and court direction over the years has been to shift the focus solely on the child and the caregiver rather than continued relationship with the parents once an APPLA plan became the primary plan. Overtime Oregon is learning this is not necessarily in the child's or the parents' best interest and is changing practice for children on APPLA plans. Finally, the change in federal law limiting availability of APPLA plans is reducing the number of youth on APPLA plans in Oregon, as evidence in Permanency, Item 6 of this assessment.

Partners in the child welfare system also influence improvement in case planning.

Juvenile judges in Oregon have recently received training on engaging children in the courtroom. Juvenile judges have started to be more consistent in asking the question at court hearings if the child and parent was involved in the case planning being presented. This line of questioning is helping to increase caseworker knowledge and practice to include others in the planning.

Oregon's investment in caseworker training in trauma informed practice and family engagement training will improve Oregon practice in this item.

The expansion of Navigator services was reported by the Parent Advisory Group as a great benefit to assist families in advocating for and coordinating services for their families and is a growing part of the Department's service array.

The Oregon Foster Youth Connection (OFYC) is a group of current and former foster youth and advocates who are helping policy and practice changes. OFYC has been very instrumental in advocating for the voice of youth in all aspects of case planning. There is also active involvement in statewide committees, rule advisory committees and other Department workgroups. OFYC also reported having a CASA provided a voice for their involvement in case planning.

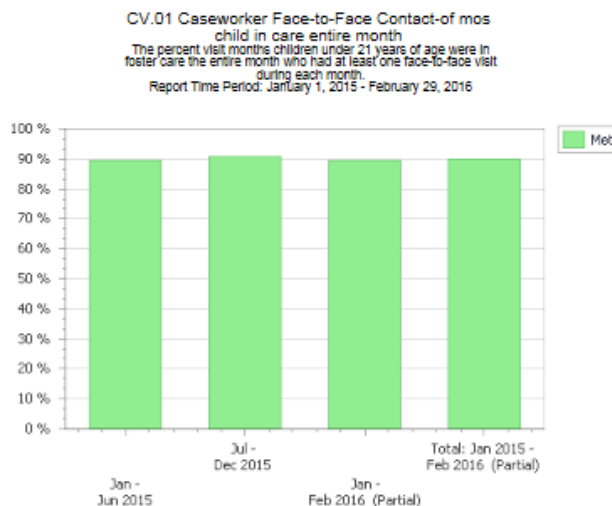
The OFYC has achieved many legislative changes over the recent years: Oregon's Foster Child Bill of Rights, a requirement that the court review foster youth involvement in extracurricular activities, advocate for obtaining a savings account as a standard practice, increase opportunities for higher education through Oregon public colleges and universities and extend health care coverage for former foster youth.

During this last year 2015, the Director of Child Welfare has engaged a Parent Advisory Committee (PAC) who meets on a quarterly basis to advise the Department on the needs of Parents, children and families. The PAC provides an ongoing forum for dialogue and recommendations for practice improvement which are implemented within our programs, such as renewed efforts to provide venues for parents involvement with their children during their time in substitute care (such as attending medical appointments, school meetings and events, and sports or other social gatherings).

**CFSR Item 14: Monthly Face-to-Face with the child**

Item 14 determines whether the frequency and quality of visits between caseworkers and the child are sufficient to ensure the safety, permanency, and well-being of the child and promote achievement of case goals.

The ROM CV.01 Caseworker Face-to-Face Contact reports the number of children in care who had a visit during the month and whether the visit was in the home or at another location (Visited in-person only). This report captures contact for only children through age 18 who spent the entire month in foster care.

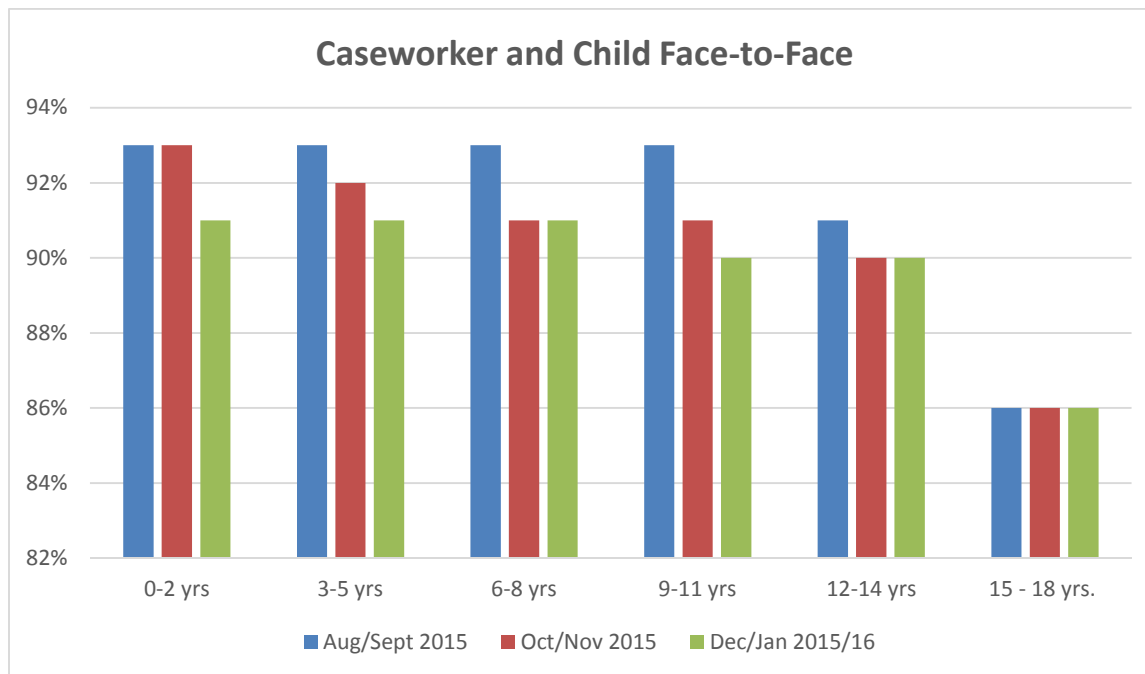


Report Period	Jan - Jun 2015	Jul - Dec 2015	Jan - Feb 2016 (Partial)	Total: Jan 2015 - Feb 2016 (Partial)
<b>Total Visit months</b>	43561 100.0%	43514 100.0%	14415 100.0%	101450 100.0%
<b>Met</b>	39040 89.6%	39448 90.7%	12914 89.6%	91402 90.1%
Visited in-home	27053 62.1%	28138 64.7%	8829 61.2%	64000 63.1%
Visited in-person only	12007 27.6%	11310 26.0%	4085 28.3%	27402 27.0%
<b>Not Met</b>	4521 10.4%	4066 9.3%	1501 10.4%	10088 9.9%
Other not in-person visit	0 0.0%	0 0.0%	0 0.0%	0 0.0%
No visit	4521 10.4%	4066 9.3%	1501 10.4%	10088 9.9%
Date data are based	Jan - Jun 2015	Jul - Dec 2015	Jan - Feb 2016 (Partial)	Jan 2015 - Feb 2016 (Partial)

Overall, for children in substitute care the face-to-face contact is achieved for children under 18 nearly 90% of the time.

Further breakdown of this data report indicates there is less frequent contact for youth ages 15-18.





Oregon also measures and provides monthly reports produced through the Office of Business Intelligence to District management teams for all children in substitute care through age 20 and children who remain in the home. These reports are used as a management tool as a methodology to track the numbers of all visits.

The December contact report for cases in which children are in foster care indicates, statewide, at least one contact for 87.46% of all children in foster care regardless of the location of the visit or age of the child. However, several individual branches have a higher percentage of contact. As this is a point in time report, conclusions are not easily made from this data. However, there is some indication that Districts who currently have a higher rate of casework position vacancies, for example Districts 5 and 10, have less capacity to meet the face to face meeting requirements.

Worker District	Total Persons	Number	Percent
Central Office	<u>6</u>	4	66.67%
District 01	<u>367</u>	329	89.65%
District 02	<u>1494</u>	1286	86.08%
District 03	<u>718</u>	648	90.25%
District 04	<u>388</u>	354	91.24%
District 05	<u>1096</u>	898	81.93%
District 06	<u>372</u>	319	85.75%
District 07	<u>312</u>	283	90.71%
District 08	<u>764</u>	648	84.82%
District 09	<u>159</u>	141	88.68%
District 10	<u>306</u>	248	81.05%
District 11	<u>304</u>	286	94.08%
District 12	<u>142</u>	128	90.14%
District 13	<u>128</u>	114	89.06%
District 14	<u>157</u>	152	96.82%

District 15	<u>344</u>	331	96.22%
District 16	<u>464</u>	409	88.15%
Statewide Total	<u>7521</u>	6578	87.46%

The December contact report for cases in which children are residing in the family home indicates, statewide, at least one contact for 69.47% of all children in care. However, several individual branches have a higher percentage of contact.

Worker District	Total Persons	Number	Percent
Central Office	<u>38</u>	0	0.00%
District 01	<u>49</u>	31	63.27%
District 02	<u>192</u>	139	72.40%
District 03	<u>139</u>	85	61.15%
District 04	<u>51</u>	35	68.63%
District 05	<u>268</u>	192	71.64%
District 06	<u>38</u>	25	65.79%
District 07	<u>22</u>	13	59.09%
District 08	<u>219</u>	186	84.93%
District 09	<u>11</u>	4	36.36%
District 10	<u>20</u>	10	50.00%
District 11	<u>27</u>	20	74.07%
District 12	<u>11</u>	8	72.73%
District 13	<u>20</u>	14	70.00%
District 14	<u>22</u>	18	81.82%
District 15	<u>31</u>	27	87.10%
District 16	<u>136</u>	92	67.65%
Statewide Total	<u>1294</u>	899	69.47%

CFRSR case reviews during 2015, determined that Oregon met this outcome 75% of the time. In the 2014 reviews, this measure was rated as a strength 51% of the time.

Review of the case review summaries for the 2015 reviews reveals some themes for those cases needing improvement: a determination that the visits were of insufficient quality (contact at a child/parent visit, no visitation in the foster home, lack of youth involvement in discussion of case during contacts, contact made during meetings, appointments for therapy without individual time for the child) and lack of documentation on the substance of the contact.

Overall, this is an area where Oregon continues to demonstrate improvement, particularly in meeting the requirements for face to face contact with the child. There has been focused management oversight of ensuring routine face to face contacts with children. That said, there are areas which Oregon needs to monitor and support ongoing improvement.

One area is contact with children in care who are over 15 years of age. As the chart above indicates, the 90% overall achievement for contact compares to 86% for this age group. This is an area that needs ongoing attention and further analysis for why contact occurs less frequently for this age group.

The monthly reports provided to the Districts provide additional information. The overall percentage of contact with children in substitute care is at 87.46%, including those 18-20. Also, these reports are produced at month's end, and if a contact visit is documented the following month, as data matures, the ad hoc measures and ROM measures may more closely align. Unless ROM reports include the 18-20 year old population in the future, there will always remain some discrepancy in the reports.

The monthly report for contacts with children living in the family home is an area needing improvement as indicated by the December contact report.

The Department is engaged in multiple efforts to improve safety in substitute care with internal and external oversight (more information is in Systemic Factor 25, Quality Assurance) and more robust reporting and monitoring the safety of the child.

Oregon continues to focus on increasing the quality of the contact between caseworkers and children. Due in part to the increased attention of the safety of children in substitute care, coupled with an increase of maltreatment in foster care, Oregon initiated training for all caseworkers, supervisors and social service assistants in Confirming Safe Environments in 2015. Additional assessment of the impacts of Oregon's administrative rules is currently underway, and ongoing training for staff including web based training will ensure sustainability of caseworker training.

#### CFSR Item 15: Monthly Face-to-Face with Parent

Item 15 determines the frequency and quality of the visits between caseworkers and the mothers and fathers of the children are sufficient to ensure the safety, permanency, and well-being of the children and promote achievement of case goals.

The Office of Business Intelligence produces a monthly statewide report, reported by District, of the number and percent of caseworker and adult (parent) contact. The report shows contacts made or not made with parents of children served in foster care or served in home. The District and branch management teams can drill down to the case level on these monthly reports for detail level contact information. For example the report for January 2016 reports a total of 3,937 Caseworker and Parent contacts. Because the report is produced at the beginning of the following month, there may be some lag time in data entry that results in an undercount of total contacts. While the OR-Kids summary report does not sort out the specific adult parent with whom the caseworker had contact, it does report a total parental contacts during the month. This is a management tool, and cannot be interpreted to quantify parental contact over time or evaluate the quality of caseworker/parent visits

a)

Worker District	Worker Name	Total Persons	Person Contact By Exception		At Least 1 Contact		Contacted Persons Total		No Contact Person Total	
			Number	Percent	Number	Percent	Number	Percent	Number	Percent
Central Office	District Total	74	0	0.00%	4	5.41%	4	5.41%	70	94.59%
District 01	District Total	339	71	20.94%	112	33.04%	183	53.98%	156	46.02%
District 02	District Total	1441	509	35.32%	445	30.88%	954	66.20%	487	33.80%
District 03	District Total	723	231	31.95%	389	53.80%	620	85.75%	103	14.25%
District 04	District Total	342	7	2.05%	45	13.16%	52	15.20%	290	84.80%
District 05	District Total	1367	91	6.66%	405	29.63%	496	36.28%	871	63.72%
District 06	District Total	377	40	10.61%	141	37.40%	181	48.01%	196	51.99%
District 07	District Total	289	44	15.22%	86	29.76%	130	44.98%	159	55.02%
District 08	District Total	928	6	0.65%	242	26.08%	248	26.72%	680	73.28%
District 09	District Total	150	43	28.67%	70	46.67%	113	75.33%	37	24.67%
District 10	District Total	299	89	29.77%	155	51.84%	244	81.61%	55	18.39%
District 11	District Total	361	59	16.34%	170	47.09%	229	63.43%	132	36.57%
District 12	District Total	145	16	11.03%	38	26.21%	54	37.24%	91	62.76%
District 13	District Total	112	20	17.86%	40	35.71%	60	53.57%	52	46.43%
District 14	District Total	157	64	40.76%	77	49.04%	141	89.81%	16	10.19%
District 15	District Total	423	0	0.00%	84	19.86%	84	19.86%	339	80.14%
District 16	District Total	489	11	2.25%	133	27.20%	144	29.45%	345	70.55%
	Statewide Total	8016	1301	16.23%	2636	32.88%	3937	49.11%	4079	50.89%

CFRS case reviews during 2015, determined that Oregon met this outcome 54% of the time. In the 2014 reviews, this measure was rated as a strength 51% of the time.

An analysis of the case rating summaries for 2015 also indicate there is not the needed frequency of contact that is required and the quality of contact is missing in terms of meeting children’s needs and achieving case plan goals.

The focus groups with parents also indicated there was an increased need for parent involvement in case planning and better communication, which could be facilitated with more frequent contact.

This is an area needing improvement in Oregon practice. As in previous measures in Well Being Outcome 1, the efforts underway to improve family engagement and trauma informed practice are strategies Oregon is utilizing to improve practice in this area. The Title IV-E waiver program has an intensive focus on family engagement and family meetings, which is likely to improve Oregon’s practice in this area over the next few years.

**Well-Being Outcome 2: Children received appropriate services to meet their educational needs.**

**CFRS Item 16: Education needs of the child**

This item determines whether the agency made concerted efforts to assess children’s educational needs at the initial contact with the child or on an ongoing basis and whether identified needs were appropriately addressed in case planning and case management activities.

As part of the statewide assessment process of Section 4 A, Statewide Information System, the Department reviewed a statistically relevant number of cases (95) from the AFCARS foster care population. The review of data elements indicated the following:

- Child's current grade level, 41% missing data on the person management screen
- Child's current school, 39% missing data on the person management screen

Because these are the data entry points in the OR-Kids system that can be evaluated for aggregate information, developing a query report from these sources is not reliable at this time.

CFSR case reviews during 2015, determined that Oregon met this outcome 92% of the time. In the 2014 reviews, this measure was rated as a strength 93% of the time.

A review of the 2015 case rating summaries show no clear identifiable areas of improvement.

Oregon has strong statutory support for ensuring positive educational outcomes for children, including requirements that the court monitor school placement, number of school moves, and achievement of high school credits at each court hearing. Data on the consistent, periodic court reviews is reported in Item 21, Periodic Reviews, in Systemic Factors.

Oregon has strong statutory support for ensuring positive educational outcomes for children, including requirements that the court monitor school placement, number of school moves, and achievement of high school credits at each court hearing.

Oregon completed a 3-year federal grant *Education Stability Matters* in 2015. During this time the department engaged with the Oregon Department of Education (ODE) in a systemic change in how foster children are identified and supported within the educational system. DHS and ODE began a series of trainings of the educators in Oregon to assist them in better understanding of the role of foster care, case workers, and DHS. This education of educators included presentations at multiple layers of the educational system; Superintendent Conference, Principal Association, School counselors, and local schools. In turn, there have been trainings presented to Department caseworkers and supervisors about the role of local school districts, educational districts and ODE. This collaborative outreach and engagement has continued as the federal grant ended. Both DHS and ODE have determined a need to continue to have an educational specialist/liaison in the respective Departments to continue this work. The Department is in the planning stages with ODE for establishing a data exchange. While this is not yet scheduled for any implementation date, the early planning to establish mutual data exchange elements will facilitate the respective agency's databases for future exchange, including a unique student ID (from the ODE system) which would establish the reliability for the data transfer. A recently awarded ODE grant may lend itself to development of a data exchange for the purposes of identifying foster children in the ODE database. This will be one of the primary focuses in 2016 around educational needs of children.

The Department also provides information to ODE each calendar year regarding the number of children in foster care, which impacts the Education Department's funding formula, and impacts planning for free and reduced meals.

The child's school information data in OR-Kids on the person management screen lacks consistent and complete data entry on several data elements including those mentioned above: Whether the child is on track to graduate, has an active IEP or 504 plan, the most recent updates, and high school credits. In 2015 Central Office worked closely with branch offices to increase the data entry of school information for foster children. The branch offices responded well and the data entry of current school identifying information increased but the initial effort to improve data

entry has not been sustained. Oregon needs to develop the business process protocols and subsequently develop reports to ensure data entry on the person management screens.

The Department remains engaged in supporting higher education opportunities for our current and former foster youth with approximately 231 current or former foster youth engaged in some level of higher education. The continued outreach by OFYC and caseworkers and ILP provider involvement in comprehensive transition planning have increased youth awareness of continued educational opportunities beyond high school.

Despite the inability at this time to readily access aggregate report data statewide, case reviews consistently indicate that children's educational needs are being addressed and children are receiving educational services appropriate to meet their needs in Oregon.

**Well-Being Outcome 3: Children received adequate services to meet their physical and mental health needs.**

CFSR Item 17: Physical health needs of the child, including dental needs

Item 17 determines whether the agency addressed the physical health needs of the children, including dental health needs.

Oregon's statewide information system has a built in data exchange with Oregon's Medicaid system. For all children in substitute care enrolled in Medicaid, any all medical services and prescriptions paid through Medicaid are entered into the child's person record in the medical services section in OR-Kids.

Oregon establishes Medicaid eligibility for all children entering the child welfare system. While not a measure of service delivery, Oregon does measure Title XIX eligibility for all children in care. A review of the ADP Summary information (EL-3011-S Foster Care Eligibility ADP Summary) shows that there is an eligibility rate of between 95.555% and 96.111% for each month of calendar year 2015. The eligibility rate consistently runs over the 95.5% range. The Medicaid coverage for the remaining 4.5% of the population is paid with 100% state general fund dollars.

Oregon does not have any methodology at this time to report aggregate information on the various types of amount of medical services to children and relies on qualitative measures on this outcome.

In the 2015 APSR Oregon conducted a preliminary query of initial medical services in an attempt to review whether medical services were received timely, including the initial well child check. Since that initial query, and without additional staff support from the Oregon Health Authority, Oregon has not been able to further validate whether the information is reliable. Ongoing work is underway to validate the query information. However, this query was conducted again in preparation for this assessment. The table below, even without further validation, does indicate a slow but steady decrease in the time it takes to obtain an initial assessment. Again, this data must be approached with caution without additional validation.

<b>Physical Health Assessments</b>		<b>FFY2012</b>	<b>FFY2013</b>	<b>FFY2014</b>	<b>FFY2015</b>
Total Children Entering Foster Care		4385	3806	3469	3809
Total in care >30 Days		4042	3575	3270	3651
Total with Physical Assessment while in care >30 days		3653	3301	2956	3300
Percent with Physical Assessment of those in care >30 days		90.38%	92.34%	90.40%	90.39%
Total with Physical Assessment within 30 days of entering care		1831	1798	1664	1881
Percent with Physical Assessment within 30 days of entering care		45.3%	50.3%	50.9%	51.5%

CFSR case reviews during 2015, determined that Oregon met this outcome 84% of the time. In the 2014 reviews, this measure was rated as a strength 93% of the time.

A review of the case rating summaries indicates that meeting dental needs is a recurring issue. There were two reported cases that indicated the absence of medication logs; overall this was not a recurring issue.

The Department continues to access health care for children through the Oregon Health Authority and the Coordinated Care Organizations (CCO) as a result of the Health Care Transformation in Oregon.

The CCO model continues to develop across the state and engagement with Child Welfare varies depending on who holds the CCO contract. The Department actively advocates for care of our children through 32 local branch staff identified as Medical Assistance Specialists (MAS) and two Central Office Medical Resource Assistance Coordinators (MARC). These teams ensure children are being enrolled timely into the CCO covering their area and can help troubleshoot with OHA any situations which fall outside the typical CCO enrollment.

One example of collaborative practice with a CCO is Health Share in the Portland metro area which invested in employing a Foster Care System Navigator who actively works with the Child Welfare system to ensure children are getting their needs met and barriers to care are being reduced and eliminated.

Access to health care is one area and having the appropriate care is an equally and/or more important area. The Department has had an active approach to providing oversight for Psychotropic Medication for children in foster care through collaboration between DHS, OHA and leadership in child psychiatry in Oregon. The routine review of use of psychotropic medications is a QBR measure. Refer to Item 18 for additional information.

Similarly the Department has actively engaged with OHA, Public Health, Child and Maternal Health and others to have an ongoing Child Health Policy Team which looks across public entities to advocate for children's health. One focus area that has arisen from this team has been the need for Trauma Informed Screenings for all children. Trauma Informed Oregon at Portland State University was created in 2014 and has become an active member of the Child Health Policy Team. This team has been reformed and repurposed as the *Child Family Trauma and Well Being*

*Interagency Work Group.* The Department anticipates a revision of the CANS assessment in 2016 to specifically include screening elements that measure the impact of trauma on the child. These changes are currently in the priority list of OR-Kids system builds/updates.

In the case reviews conducted during 2015, lack of timely dental services was an area needing improvement on a number of cases. While there is no statistical analysis of the factors contributing to this issue, it is only within the last calendar year that the CCOs have included dental care in their service array. The lack of coordination may be an indicator of a newly added medical service area. There have also been anecdotal reports of a limited number of dental providers who accept Medicaid payment, which may impact timely access to dental care.

**CFSR Item 18: Mental/Behavioral Health Needs Met**

Item 18 measures whether the agency addressed the mental/behavioral health needs of the children.

The Department tracks the timely referrals for initial mental health assessments. Oregon acknowledges this is only a data capture of referral, and is a hand count only. This data is monitored through the Quarterly Business Review. In the first 3 quarters of 2015 the percentages have been 72%, 71% and 68% respectively. Information for the 4<sup>th</sup> quarter is not yet available.

In the 2015 APSR Oregon conducted a preliminary query of the time it takes to obtain initial mental health services. Since that initial query, and without additional staff support from the Oregon Health Authority, Oregon has not been able to further validate whether the information is reliable. Ongoing work is underway to validate the query information. However, this query was conducted again in preparation for this assessment. The table below, even without further validation, does indicate a slow but steady increase in initial mental health assessments. Again, this data must be approached with caution without additional validation.

<b>Mental Health Assessments</b>					
		<b>FFY2012</b>	<b>FFY2013</b>	<b>FFY2014</b>	<b>FFY2015</b>
	Total Children Entering Foster Care	4385	3806	3469	3809
	Total in care >60 Days	3889	3439	3163	3521
	Total with Mental Assessment while in care	2347	2287	1889	2207
	Percent with Mental Assessment of those in care >60 days	60.35%	66.50%	59.72%	62.68%
	Total with Mental Assessment within 60 days of entering care	1052	1300	1241	1550
	Percent with Mental Assessment within 60 days of entering care	27.05%	37.80%	39.23%	44.02%

The Department also routinely measures the required reviews of psychotropic medication use per Department policy. Quarter 3 data of children in care who are eligible for initial review is summarized in the following table:



Psychotropic Med Reviews	July	August	September	Total
# of initial reviews	81	44	59	184
# of reviews requiring 2nd review (records requests)	22	10	20	52
# waiting for record	3	1	11	15
% reviews completed	96%	98%	81%	92%
% reviews waiting for record	4%	2%	19%	25%
# that went to a MD review	7	4	4	15
# that went to a OPAL-K review	5	3	1	9

Additionally, the Department is required to report to the court when a child is receiving psychotropic medications for behavioral or mental health needs.

CFSR case reviews during 2015, determined that Oregon met this outcome 76% of the time. In the 2014 reviews, this measure was rated as a strength 93% of the time.

A review of the 2015 case rating summaries indicates recurring instances where psychotropic medications were not being logged by the provider per Department policy (a documentation error more than a deficiency in actual service delivery), and lags in accessing timely counseling for children with identified needs.

The change in ratings from 2014 is not the result of a distinct policy, practice or statutory change.

The Department continues to struggle with accessing timely and quality Mental Health services for children for outpatient therapy with trained clinicians in the clinical issues of foster care, attachment, engagement and trauma. This is an area needing improvement.

The Department and the state as a whole have struggled with having an adequate supply of therapeutic outpatient and inpatient services for children in Oregon. The Department has been challenged in the last 2 years with Emergency Departments at hospitals being exacerbated with the need to treat children and having no place for them to go for continued care and therapy. Often the ED will contact Child Welfare expecting to place the child in foster care. The Department remains engaged in trying to address these issues with OHA but due to some significant organizational changes in 2015 there remain gaps in management and authority over services for children.

As a result of the changing OHA organizational structure some of the ongoing collaboration between Child Welfare and Children's Mental Health needs to be reestablished. Two such collaborative groups have been Child Welfare and Children's Mental Health, and the Mental

Health CANS collaboration. Each of these entities needs some attention, re-clarification of roles, responsibility and accountabilities.

The Department needs ready access to therapeutic foster care services for children. This need is identified elsewhere in this assessment and is problematic throughout both urban and rural areas of the state. Recently passed Oregon legislation and the ongoing work of the comprehensive review of behavior rehabilitation services, including proposing rate increases for providers in the 2017 legislative session, will likely improve accessibility over the next 18 months.

The current state of therapeutic placement resources is poor. Most private contracts are unable to fulfill their full contract utilization because of the struggle to recruit and retain enough foster families to provide therapeutic services. In addition, private agency programs who provide residential services are also having significant challenges with hiring skilled, qualified staff for the rates available. Reports from some private providers indicate the agency's board of directors is no longer willing to underwrite the cost of behavior rehabilitation services through private fund raising.

Please see Items 25, 29 and 30 in Systemic Factors for additional information on this issue.

## Section IV: Assessment of Systemic Factors

### Instructions

The statewide assessment information for systemic factors is used in determining ratings for substantial conformity. Therefore, it is imperative that the statewide assessment team ensures that information in this section speaks to how well each systemic factor requirement functions across the state. To complete the assessment for each systemic factor, state agencies should:

1. Review the *CFSR Procedures Manual* (available on the Children's Bureau Web site at <http://www.acf.hhs.gov/programs/cb>), which elaborates on key concepts and provides examples of data that are relevant to the assessment of systemic factor requirements.
2. Respond to each assessment question using the requested data and/or information for each systemic factor item. Relevant data can be qualitative and/or quantitative. Refer to the section in the state's most recent Child and Family Services Plan (CFSP) or Annual Progress and Services Report (APSR) that provides assessment information on state performance for each of the seven systemic factors. Review the information with the statewide assessment team and determine if more recent data is available that can be used to provide an updated assessment of each item. If more recent data are not available, refer to the most recent CFSP or APSR document by indicating the document name/date and relevant page numbers where the information can be found for each systemic factor item.
3. Emphasize how well the data and/or information characterizes the statewide functioning of the systemic factor requirement. In other words, describe the strengths and limitations in using the data and/or information to characterize how well the systemic factor item functions statewide (e.g., strengths/limitations of data quality and/or methods used to collect/analyze data).
4. Include the sources of data and/or information used to respond to each item-specific assessment question.
5. Indicate appropriate time frames to ground the systemic factor data and/or information. The systemic factor data and/or information should be current or the most recent (e.g., within the last year).

The systemic factor items begin with #19 instead of #1 because items #1 through 18 are outcome-related items covered in the onsite review instrument used during the onsite review. Items related to the systemic factors are items #19 through 36.

## A. Statewide Information System

### Item 19: Statewide Information System

How well is the statewide information system functioning statewide to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or within the immediately preceding 12 months, has been) in foster care?

Please provide relevant quantitative/qualitative data or information that show the statewide information system requirements are being met statewide.

#### State Response:

Oregon utilizes an information system deployed late August 2011, called OR-Kids. OR-Kids, is fully operational and available to staff 24 hours a day, 7 days a week, except for routine maintenance downtime. OR-Kids is a system that was developed and is functioning to ensure data identifying the status, demographic characteristics, location and goals for the placement of every child who is or was in foster care is readily available.

OR-Kids is utilized by child welfare casework, management, and research staff as well as partners and volunteers.

The OR-Kids system is the system of record from which all Child Welfare data and reporting is sourced. The data is copied, transformed and loaded into the DHS Data Warehouse in support of reporting. Part of the DHS Data Warehouse includes the Base Working Tables for the Results Orient Management (ROM) reporting application, as well as tables that support the OR-Kids Reports.

For users, OR-Kids is a role based system, ensuring access is limited to the specific areas of information required by the duties of workers' assigned jobs. For example, someone assigned to the security group that allows creation of a provider, OR-Kids prevents the individual assigned to that security group from creating a payment. If an attempt is made to create a payment by the same individual who created the provider, OR-Kids displays a security error message that will prevent further action on creating a payment.

An Access Control Committee comprised of program, OR-Kids staff and internal auditors, reviews and makes decisions on all new access requests that are requests for access outside of staff work assignments. The Department sends periodic access reports to all supervisors to validate appropriate access for assigned staff.

OR-Kids also utilizes access audit reports which display case and person information, as well as which pages were accessed by any worker logged into the system to ensure appropriate system access.

OR-Kids had 3,509 active users as of February 1, 2016.

The Department's Adoption and Foster Care Analysis Reporting System (AFCARS) files consist of data extracted from OR-Kids, such as the location, status, goals and demographic

characteristics of every child in foster care. The department's FFY2014a, FFY2014b, and FFY2015a AFCARS submissions had no elements with error rates above 10%, which is the "exceeds standards" thresholds that indicates an AFCARS penalty. Data quality reports show the number of AFCARS records with missing data, and the data quality report for FFY2015a demonstrates the following error rates for the data elements pertinent to Statewide Assessment Item 19:

FC-06 Date of Birth: 0 missing records

FC-07 Sex: 0 missing records

FC-08 Race: 0 missing records

FC-09 Hispanic Origin: 172 missing records (1.92% failing)

FC-18 First Removal Date: 0 missing records

FC-20 Last Discharge Date: 0 missing records

FC-21 Latest Removal: 0 missing records

FC-21 Latest Removal: 0 missing records

FC-41 Current Placement: 1 missing records (.16% failing)

FC-42 Out of State: 0 missing records

FC-43 Most Recent Goal: 0 missing records

In addition to the federal requirements for reporting AFCARS information, Oregon uses the AFCARS filing timelines to routinely review and assess whether there are additional actions the Department needs to take to improve the functionality, use, and integrity of the OR-Kids data. In the above submission example, "Missing records" indicates that the data was not entered into the field that the AFCARS batch extracts that element from, but it does not mean the information is unknown to the Department. In this submission the record showing as "missing" for current placement, upon further review, found that child's location is documented in the case file record but not documented as a placement service.

Each federal reporting period, prior to submission the Department creates the AFCARS file and reviews for missing or inaccurate data elements. Missing data is categorized and messages are sent to the local branch offices to complete the entry in the electronic file prior to the AFCARS submission date. Ensuring the complete and accurate data entry assists the Department in several ways. It offers the Department the opportunity to enter data prior to the submission date. It also offers us the opportunity to identify data system changes and/or training needs. For example, the Department has made the data entry on whether a child has previously been adopted a required data field, thus eliminating the need to ask for data clean up in future AFCARS submissions. Another example is the need to ask for data entry on the last court hearing date. Understanding this is an issue has led to building better business processes in the local branch offices to ensure timely data entry.

#### Timeliness of Placement Entry:

Oregon measures the number of placements currently open, the median time in days from the actual placement begin date until placement entry into OR-Kids and the percentage of placements entered into OR-Kids within three days of the actual placement. This report is broken down by month below:

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Month/Year	Number of Placements Opened	Median Number of Days from Placement Begin Date Until Placement Entered into OR-Kids	Percentage of Placements Input into OR-Kids Within Three Days
Jan-15	1530	5	39.30%
Feb-15	1593	5	42.20%
Mar-15	1723	5	41.30%
Apr-15	1607	4	44.70%
May-15	1651	5	41.40%
Jun-15	1875	4	43.80%
Jul-15	1760	5	37.20%
Aug-15	1675	4	43.00%
Sep-15	1573	5	40.90%
Oct-15	1654	4	43.00%
Nov-15	1353	6	34.70%
Average Number of Placements Open: 1635.82		Average Number of Days: 4.73	Average Percent of Placements: 41.05%

The “Number of Placements Opened” column includes all placements entered into OR-Kids, at the time the report was generated. The report is generated at 45 days after the end of the period.

Once a placement is approved, the OR-Kids system generates payments to providers at month end for ongoing placements. If the placement is contracted, OR-Kids generates payment records to be utilized to pay providers for the contracted amount. The OR-Kids system utilizes system edits to ensure placements meet criteria in order to provide the payment. For example, the provider must be open, the service must have been provided within their certification dates and the service must be listed on the provider’s certification record as a service they are certified to provide.

While there are no placement entry timelines required by policy, the business process protocols developed in each local office have a placement entry target of within 3 days of placement. Most offices use a manual notification process which includes the worker sending an email to support staff entering placement services in OR-Kids, supervisors, eligibility specialists and certification staff. The business protocols instruct notifications are sent within one business day of the actual placement.

Oregon needs continued attention to timely placement service entry in order to readily identify the location of a child in case of any emergency. When a placement is not entered into the database system timely, it requires worker contact to identify the child’s location if needed immediately. Delayed placement entry could impact timely payment of the substitute caregiver if the delay crosses the month-end date for issuing maintenance payments. The Department has capacity to issue payment after the month-end date, but delay in payment has been problematic for providers who are dependent upon payment for their own financial management.

The quality and timeliness of data entry is an area of ongoing focus for Child Welfare Training Unit, the Office of Business Intelligence, the Office of Child Welfare Program and Field Administration. This is done through periodic, ad hoc reports that are generated and reviewed by Department staff for targeted action in underperforming areas.

One example is monitoring the timeliness for data entry for child placement, particularly those children placed under a contracted placement service. The Department recognizes the delays that are at times outside of the control of the Department, particularly when child-specific contracts are required prior to data entry into the OR-Kids system. Though the Department is aware of the child’s location, and information may be included in case notes or documents scanned into the

electronic file cabinet, a data report does not indicate the specific location in the placement history. Demographic data as well is an area of ongoing focus with additional OR-Kids training scheduled for all new workers as well as supervisory consultation regarding review of the OR-Kids data on each case. Please see the additional information in Systemic Factors 26 and 27.

The Department also performed a case review of 95 randomly selected cases from the Department’s Adoption and Foster Care Analysis and Reporting System (AFCARS), for children serviced in out-of-home placements to provide quantitative data regarding how well the state can readily identify status, demographic characteristics, location and goals for the placement of every child and, that the information is accurate and up to date. When data was not required at the time of the case review the specific item was noted as ‘Not Applicable. The review team verified the following:

- Data was entered into the appropriate field(s) in OR-Kids, in other words, the information was entered and located where it should be; and
- The data was accurate.

The “Percent Not Applicable” column means that the data was not required to be in the OR-Kids system at the time of the review.

This review yielded the following results:

	Percent Entered	Percent Accurate	Percent Not Entered	Percent Not Applicable
Child's First Name	100%	99%	0%	0%
Child's Last Name	100%	100%	0%	0%
Child's Date of Birth	100%	100%	0%	0%
Child's Gender	100%	100%	0%	0%
Child's Race	100%	96%	0%	0%
Child's Ethnicity	28%	100%	72%	0%
Hispanic/Latino Field	99%	94%	1%	0%
Child's Current Provider's Address	100%	95%	0%	0%
Child's Mother's Name	99%	100%	1%	0%
Child's Father's Name	87%	98%	12%	1%
Child's Current School	61%	89%	8%	31%
Child's Current Grade Level	59%	77%	11%	31%
Child's Current Child Specific Case Plan	76%	100%	24%	0%
Child's Current Permanency Goal	76%	96%	24%	0%
Child's Periodic Case Review	83%	92%	13%	4%
Date of Last Review	83%	94%	13%	4%
Date of Last Permanency Hearing	65%	99.8%	1%	29%
Notices of Hearings and Reviews Sent to Care Provider's	47%	99.9%	38%	15%

The data fields with the lowest percentage of entry were:

- Ethnicity, 28% (Ethnicity is an optional field, therefore not consistently used, and is a self-report by the client. Race and Hispanic/Latino are required.)
- Notices of hearings and reviews sent to the current care provider, 47%;
- Child’s current grade level, 59%;
- Child’s current school, 61%;
- Date of the last permanency hearing, 65%;
- Child’s current child specific case plan and permanency goal, 76%;
- Child’s periodic case review and last review, 83%;
- Child’s father’s name, 87% missing data.

The Department routinely uses a CFSR case review process administered through the Office of Program Integrity and the Quality Assurance Team. The reviewers on this team, as well as those child welfare staff and community partners who are trained to conduct reviews, all use OR-Kids as the initial and primary record for case review. In addition to each of the 18 items on the CFSR case review tool, reviewers monitor specific data elements in OR-Kids as an ongoing monitoring tool. Supplementary review occurs in the local offices and any paper files, as well as interviews with key case participants. The review of the case information in the OR-Kids system is the primary written record review for all CFSR reviews.

Oregon's data system has the capacity to readily identify all information required for children in substitute care. It is a robust system that tracks not only the casework information, but paid service delivery and payment processing. This extensive recordkeeping capacity, although complex, will afford Oregon with ongoing opportunities for examination of the family and child characteristic in relation to service delivery strategies and positive family outcomes.

As indicated above, Oregon needs continued focus on timely and accurate data entry, and focus training efforts on timely and accurate data entry. The routine monitoring of business protocols will increase proficiency in OR-Kids usage. The implementation of the ongoing OR-Kids training plan that considers specific user audiences and increases instruction in OR-Kids as a management tool will increase staff understanding of the usefulness of all data elements and increase timeliness and accuracy of data entry.

Oregon is scheduled to have an on-site monitoring visit during the week of September 12, 2016. Mr. Peter Howe, Federal Analyst with the Division of State Systems in the Children's Bureau and Patricia Mellen, Contractor Support, DSS, will participate in the monitoring visit. Recommendations from the visit may also inform system and practice changes to enhance system functionality, usage and training needs.



## B. Case Review System

### Item 20: Written Case Plan

How well is the case review system functioning statewide to ensure that each child has a written case plan that is developed jointly with the child's parent(s) and includes the required provisions?

Please provide relevant quantitative/qualitative data or information that shows each child has a written case plan as required that is developed jointly with the child's parent(s) that includes the required provisions.

#### State Response:

Oregon's OR-Kids database system has two assurances that all requirements for federal provisions of the case plan content and statutory requirements for reporting to the court are met. The provisions are contained in the case plan and child specific case plan documents. Samples are available on the Department's intranet OR-Kids online system.

Provisions that require reporting to the court are contained in the Uniform Court Report jointly developed with the Juvenile Court Improvement Program in 2015.

[http://www.dhs.state.or.us/policy/childwelfare/im/2015/cw\\_im\\_15\\_009.pdf](http://www.dhs.state.or.us/policy/childwelfare/im/2015/cw_im_15_009.pdf)

Oregon also looked at the Child and Family Service Reviews (CFSRs) for practice themes that could influence better case planning. The CFSR reviews completed for 2014 had the following ratings(173 cases reviewed):

Item 13, Involvement of Child/Parent in case planning, was rated as a strength 60% of the time. Item 15, Monthly Face-to-Face with Parent, was rated as a strength 99% of the time.

In the Child and Family Services Reviews that have been completed for 2015 had the following ratings (171 cases reviewed):

Item 13, Involvement of Child/Parent in case planning was rated as a strength 74% of the time. Item 15, Monthly Face-to-Face with Parent, was rated as a strength 54% of the time.

The significant changes in these ratings over the two year period is likely due to the full implementation of the on-site review instrument that is now providing a more accurate rating overall. Further analysis of the cases where these areas were noted as needing improvement indicate that the measure was appropriately applied, as it was only identified as an area needing improvement when the it was reasonable to expect parent contact be made. Additionally there are some repeating themes around parent contact:

- improve efforts to engage parents in case planning
- Involve parents in services for their children
- Increase monthly contact between worker and parent

As a second part of the assessment of Oregon's performance in this area, two hundred cases were reviewed for compliance with Oregon policy ([413-040-0010](#)) and statute (ORS [419A.106\(1\)](#)). One tool in Oregon's practice model (the Oregon Safety Model) that captures the caseworker's

assessment of parent capacity is the Parental Capacity Assessment (PCA) which should be a collaborative process which occurs by engaging each parent in the creation of their case plan. The PCA process is a collaborative process between the caseworker and parent(s), to identify protective capacities that a parent needs to improve, in order to safely parent their children. Service delivery is then designed to enhance the identified diminished protective capacities. OR-Kids has a specific area for the PCA to be entered. In accordance with DHS procedure, the caseworker is to enter a case note documenting their activities in the creation of the PCA.

Of the 200 cases reviewed, sixteen cases (8%) had a case note entered that addressed the caseworker's engagement with parents in the PCA process. A total of 89 cases (44.5%) had updated Protective Capacity Assessments entered in OR-Kids. Although this information is not definitive for ensuring a written case plan, it does indicate improvement is needed in collaborative involvement of the family in case plan development.

Of the same 200 cases, 128 (64%) had complete, updated case plans. These percentages are also below Oregon's expectation for performance in this area.

There is some variance across the state in performance in this area. Oregon believes that this is caused by varying requirements of local juvenile courts. Some courts accept the OR-Kids court report and ongoing case plan as their format for court reports, while others require the caseworker to complete a different form. In the counties where courts have accepted the OR-Kids forms (Clackamas and Jackson counties), their timeliness of case plan entry is much higher. In counties where the caseworkers have to complete different forms, the OR-Kids case plan data entry timeliness is lower.

Oregon has identified this as an area which needs improvement, and has begun strategic planning around improving practice. At the Managers Convening in December, 2015 and the Program Manager meeting in January, 2016, the managers were interviewed about why performance is low in this area. They indicate that they have had to prioritize other work over case plan documentation, and they also expressed a desire for additional training and support.

Development of timely and appropriate case plans will be a part of a concerted effort to improve the Oregon Safety Model practice in ongoing permanency work, and a plan is currently underway, similar to the structure that is being used for Differential Response and the Title IV-E Waiver implementation, based on lessons learned and implementation science. Eight Permanency Consultant positions have been allocated, and increases resources from the two staff who had been covering the entire state since 2014.

A Steering Committee has convened to help develop this work and a workplan is under development, with three targeted focus areas.

- The current workplan projects work in several areas to improve practice. Statewide training for permanency staff and supervisors with a focus on how to better use the Oregon Safety Model to achieve timely permanency will be completed by the end of this calendar year with a sustainability plan in place.
- A workgroup has been convened to analyze and update administrative rule and procedure, which has not had a comprehensive analysis for several years.

- Once the workgroup's analysis has been completed, and in conjunction with rule and procedure changes, updates to the OR-Kids system to support consistency in documentation of family engagement in case planning will be identified and change requests will be initiated.

## Item 21: Periodic Reviews

How well is the case review system functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review?

Please provide relevant quantitative/qualitative data or information that show a periodic review occurs as required for each child no less frequently than once every 6 months, either by a court or by administrative review.

### State Response:

While Oregon's statewide data system does allow a worker, supervisor, or other manager to query a list or lists of children to determine periodic review dates, the state does not rely on this method to ensure periodic reviews for children occur no less frequently than once every six months by a court or by administrative review. Rather, child welfare provides a daily list of children entering and exiting care to the Citizen's Review Board (CRB), its administrative review body, and it is the CRB that ensures compliance with the periodic review requirement.

The CRB receives the nightly download of data from DHS on children who enter and exit foster care, and carefully tracks every child. The CRB sends notifications for all six month reviews, accepts the required documentation and schedules each review. If the CRB is notified that a judicial review occurred or is scheduled to occur within the required timelines, and therefore, the administrative review is not required, the CRB will access the court judgment to determine first, whether it exists, and second, whether the required findings were made. If the CRB does not receive the required paperwork needed to schedule the periodic review, the local coordinator will make contact with the caseworker and supervisor in an effort to get the paperwork. Historically CRB was able to combine its review data with court review data because CRB received a daily download of information from the courts' case management system. In 2012, the courts began phasing in a new computer system that was not linked to CRB, making it extremely difficult to report statistics showing cases are receiving timely periodic reviews. CRB will be moving to the same computer system as the courts in July 2016, at which time the program will resume combining CRB and court review data. With that said, CRB does carefully track every child in foster care. Between July 1, 2014 and June 30, 2015, those foster care children came due for a CRB review 14,486 times.

- In 6,111 (42%) of the cases, the CRB review was cancelled because the child reunified with a parent, left foster care for another reason, or had a court hearing that qualified as a periodic review.
- In 4,227 (29%) of the cases, a CRB review was held.
- In 3,845 (27%) of the cases, CRB moved its review to the following month because
  - a. There was an event (e.g. qualifying court hearing, juvenile left care) that already occurred within the due date that cancels the CRB review, but CRB had not yet receive documentation confirming the event, or
  - b. There was a qualifying court hearing scheduled to occur within the due date.

- In 303 (2%) of the cases, the child welfare agency did not provide necessary case material to conduct a CRB review. The CRB tracked these cases to ensure the paper was received and the review occurred by either the court or CRB in a subsequent month.

CRB tracks all cases until their periodic review is resolved. If an anticipated court hearing does not occur, CRB will hold a review as long as the child is not in a trial reunification placement. Additionally, according to CRB, the child welfare agency rarely misses submitting case material two or more months in a row.

The CRB ensures that subsequent reviews occur in a timely manner by resetting the six-month review due date after each permanency hearing, judicial full review, or CRB review. A CRB review is scheduled prior to each due date unless 1) the court has already conducted a permanency hearing or complete judicial review, 2) the court has a permanency hearing or judicial review scheduled prior to the due date, or 3) the child has left care. The CRB generally reviews cases at six and twelve months after entry into care, and thereafter alternates reviews with the court every six months until the child exits care.

It should be noted that Oregon statute does not authorize the CRB to review children in trial reunification placements, and that the Oregon Judicial Department does not currently have a mechanism for tracking how consistently children in trial reunification placements are reviewed by the court.

Oregon also reviewed the AFCARS submissions for the last 4 submissions on element 5, Date of Last Periodic Review), and Oregon is consistently rating above the 95% threshold. The last submission indicates a slight increase in cases failing and Oregon is strategically requesting OR-Kids AFCARS data entry on cases identified with missing data prior to AFCARS submission dates. Oregon does get inconsistency errors if the date of the last hearing is either prior to removal or current placement, then there is an inconsistency error in that there is some suspicion that the reported date may not be the most recent hearing date.

Submission	Missing Data	Inconsistency errors	% Failing
2015a	0	284	3.31
2015b	0	389	4.55
2014a	0	355	3.66
2014b	0	284	3.02

Overall, Oregon is showing that 98% of all children receive a periodic review once every 6 months either by a court or CRB review. Oregon believes this item is a strength and has not conducted an analysis to date of difference across the state.

## Item 22: Permanency Hearings

How well is the case review system functioning statewide to ensure that, for each child, a permanency hearing in a qualified court or administrative body occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter?

Please provide relevant quantitative/qualitative data or information that show a permanency hearing as required for each child in a qualified court or administrative body occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

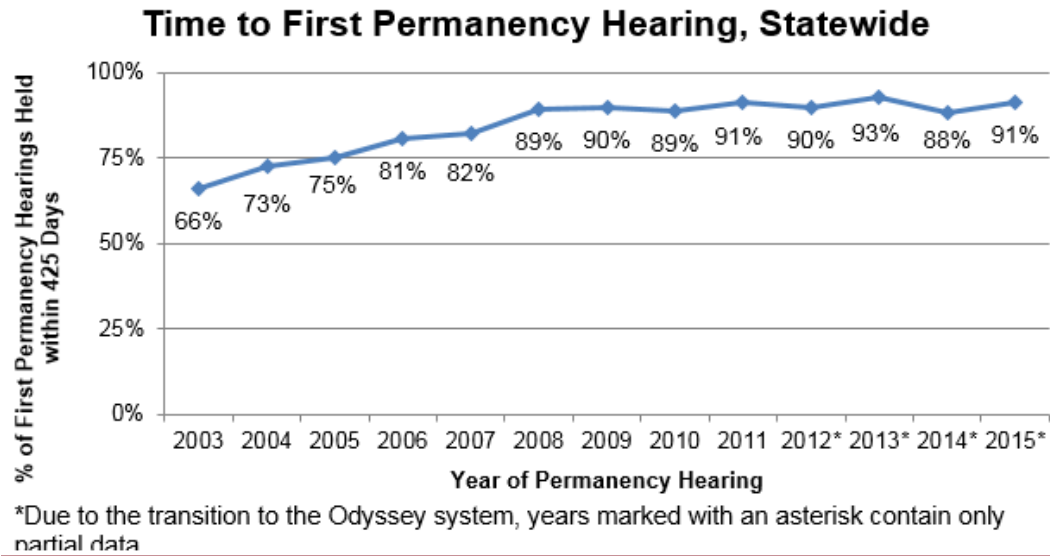
### State Response:

As with the six month periodic reviews, Oregon's statewide data system does allow a worker, supervisor, or other manager to query a list or lists of children to determine permanency hearing dates, but the state does not rely on this method to ensure permanency hearings occur for children timely. The Oregon Judicial Department's Juvenile Court Improvement Program (JCIP), tracks timeliness of permanency hearings of each court, producing statistics on the percentage of first permanency hearings held within fourteen months of the filing of the dependency petition, and on the mean and median days to both first permanency hearings and subsequent permanency hearings on cases.

Oregon courts are in the final year of a staged implementation of a paperless case management system called eCourt, and the transition means that, for FFY2015, only partial data are available for JCIP's permanency hearing measures.

JCIP's FFY2015 Time to First Permanency Hearing statistics include complete data for 14 of Oregon's 36 counties, and partial data for six others. Data from these courts show that, in FFY2015 92% (1214 out of 1324) of the permanency hearings were held within 425 days (the proxy for 14 months) of the dependency petition being filed. While the date the dependency petition is filed usually tracks very closely (within one business day) with the date a child enters care for most cases, it may differ from the entry date if the agency files a court case but the child remains in the home, or if the agency files a petition to bring forward new allegations regarding a child who is already in care.

As the chart below shows, performance on JCIP's Time to First Permanency Hearing measure has been quite stable over the past several years, with the numbers of cases in compliance ranging between 88% and 91%. Note that the chart below covers calendar years rather than federal fiscal years.



It is important to note that the Time to First Permanency Hearing numbers covers only the timeliness of hearings that were held. To track cases that did not have permanency hearings at the time that its quarterly reports are run, JCIP produces a Time to First Permanency Hearing Exception report. The quarterly exception reports for FFY 2015 show that 93% of cases that had not had a permanency hearing, either had already had an upcoming permanency hearing scheduled, or did not need a permanency hearing because the child had left care JCIP makes lists of cases on the Time to First Permanency Hearing and Time to First Permanency Hearing Exception reports available to courts on request, so that courts can identify cases that need to be scheduled for permanency hearings and also look at the reasons that some hearings did not meet the timelines.

Due to the transition to eCourt, OJD does not currently have accurate 2015 data on subsequent permanency hearings (meaning those held after the first permanency hearing on a case) for the 26 counties that made the transition prior to the end of FFY2015. For the counties that remained on the OJD's legacy system through September 30, 2015, the data shows that at the end of the FFY 2015, 94% of the subsequent permanency hearings were held within a year of the prior permanency hearing on the case.

## Item 23: Termination of Parental Rights

How well is the case review system functioning statewide to ensure that the filing of termination of parental rights (TPR) proceedings occurs in accordance with required provisions?

Please provide relevant quantitative/qualitative data or information showing that filing of TPR proceedings occurs in accordance with the law.

### State Response:

Oregon's statewide data system is able to determine whether TPR petitions are filed within 15 of the last 22 months on cases, but a data query in Oregon's reporting system cannot reliably provide the detailed information to determine that an appropriate judicial exception was made if TPR was not filed because the exception reason field is non-mandatory. To determine whether the appropriate judicial exception was granted or not, a reviewer would have to read court orders on individual cases rather than rely on the data system entries.

The Oregon Judicial Department (OJD) does not track whether TPR petitions are filed after the child has been in care for 15 out of the 22 months, or whether there are exceptions granted on cases for which TPR petitions are not filed during that time.

OJD does, however, track the time between a TPR petition and the associated dependency petition. Due to the E-court transitions, again the data is not currently available for all counties, but for the nine counties still using the paper case management system for all of FFY2015, 60% of children on whom TPRs were filed had the TPR filed within 456 days (roughly 15 months) of the most recent prior dependency petition. This does not take into account the fact that the child might have been placed in the home for some of that time.

The filing of TPR petitions for the purpose of adoption planning is tracked by Oregon's Office of Program Improvement via their CFSR reviews. Reviews of Items 5d, 5e, 5f and 5g for three quarters in 2015 (the first quarter data is unavailable) indicates that of all the cases reviewed, 60 children had been in foster care for at least 15 of the most recent 22 months. Of those 60 children, the agency filed or joined a termination petition 14 times or 23.3%. Of the remaining 46 children, a judicial exception to the requirement to file or join a TPR existed in 34 of the cases or 74%, meaning that 80% of the cases reviewed met the ASFA requirements (48 of 60 children either had a filed TPR or an approved exception).

As stated in Section 3, Permanency outcomes of the statewide assessment, stakeholder interviewees indicate the two most common barriers to timely filing of TPR petitions and therefore achieving timely adoption are courts allowing extra time for parents who are making some progress on their case plans and delays in filing TPR petitions due to the legal insufficiency of the case. This does not explain, however, why the agency is not assuring the appropriate exceptions are being sought by the court. Oregon cannot assert that this systemic factor is timely and this is an area needing improvement in Oregon.



## Item 24: Notice of Hearings and Reviews to Caregivers

How well is the case review system functioning statewide to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child?

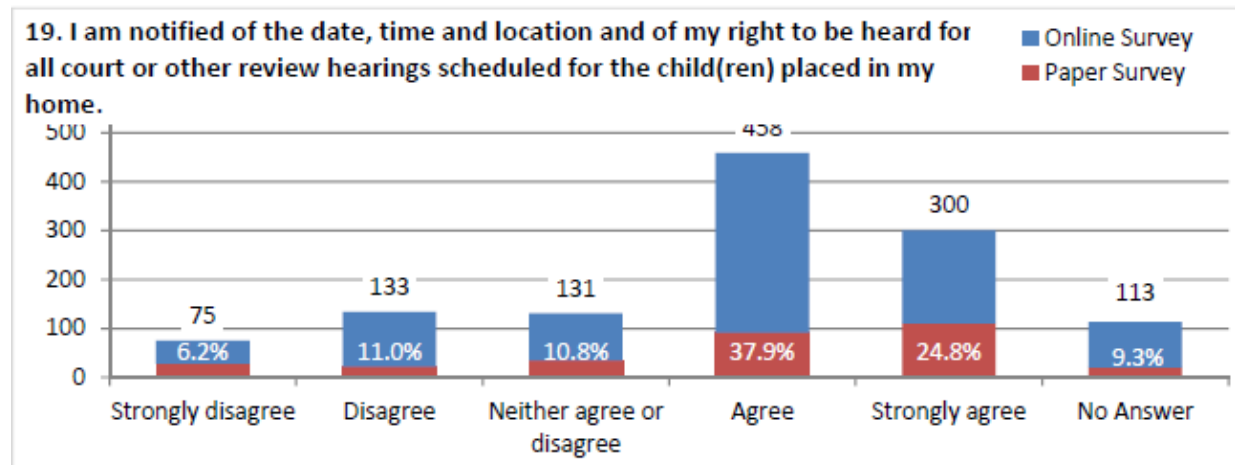
Please provide relevant quantitative/qualitative data or information that show foster parents, pre-adoptive parents, and relative caregivers of children in foster care (1) are receiving notification of any review or hearing held with respect to the child and (2) have a right to be heard in any review or hearing held with respect to the child.

### State Response:

Oregon Revised Statute 419B.875 requires the Department of Human Services to provide notice of review hearings, and the right to participate in the proceeding to the child's foster parents, pre-adoptive parent or relative care provider. In addition, effective January 1, 2014, Oregon passed into law the Grandparent's Rights bill (HB 3249) now embedded into section ORS 419B.875(7)(a), which requires the Department of Human Services to make diligent efforts to identify and obtain contact information for grandparent(s) of a child committed to the Department's custody and to provide grandparent(s) with notice of hearings concerning the child.

The State's automated child welfare information system (OR-Kids) does not track the notices sent. However the Court is required to make written findings regarding whether timely notice was sent to the grandparent by the Department.

The Department does not have quantitative data to identify how well the case review system is functioning statewide to ensure that notices are being sent to the child's caregiver. However, a survey of foster parents conducted in 2015 provides some relevant information. (This question was not asked in the Fall 2014 or Spring 2015 surveys.) The survey was sent by email or postal service to 6,006 certified foster parents and of those, 1,210 responded to the question: I am notified of the date, time and location and of my right to be heard for all court or other review hearings scheduled for the child(ren) placed in my home. The results are displayed in the table below, and reflect that 62.7% either 'agreed' or 'strongly agreed,' 10.8% neither 'agreed' or 'disagreed,' and 17.2% 'disagreed' or 'strongly disagreed.'



As reported in the 2015 APSR 11 of the 16 Districts have procedures in place to provide notification of caregivers. In those Districts where procedures are in place and have an established written protocol, most work with their paralegal staff/legal coordinator or other branch support staff and enter legal actions, ASFA court review type, and next hearing date, located in the orders received from the court, into OR-Kids and generate the Notice of Court Hearing to the child's caregivers, parties, and in Oregon, all legal grandparents. Once procedures are in place statewide, the Department will have procedural assurances for timely notification of court hearings.

Oregon cannot assert that this systemic factor is fully functioning statewide, however, steps are currently underway to ensure procedural assurances are in place statewide. These will be reported in the 2016 Annual Progress and Services Report.

## C. Quality Assurance System

### Item 25: Quality Assurance System

How well is the quality assurance system functioning statewide to ensure that it is (1) operating in the jurisdictions where the services included in the CFSP are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures?

Please provide relevant quantitative/qualitative data or information showing that the specified quality assurance requirements are occurring statewide.

#### State Response:

As reported in the 2015 Annual Progress and services Report (APSR), Oregon is engaged in the ongoing development of a comprehensive quality assurance system.

The activities described below are each a part of contributing information on best practices and areas where improvement is needed.

#### *Lean Daily Management System (LDMS)*

LDMS is a management strategy employed by the Department for several years with the belief that change can occur from any chair, not a top-down management approach. The Department trained staff throughout the child welfare system to employ huddles for quick, frequent status updates within staff units, and the use of continuous improvement (CI) sheets for new ideas to move forward for examination. Many local offices use huddles to help manage the day to day flow of work and to keep individual unit staff apprised of work status. CI sheets that have ideas for local process improvement are addressed in either the local office or particular unit(s) impacted. This work is not tracked statewide.

New ideas that have statewide impact are moved forward through the Department's Child Welfare Governance structure. As an example, 14 CI sheets reached disposition in 2015 and included recommendations for changes to the OR-Kids functionality (implemented or in the list of change requests), requests for specific training regarding impact of trauma for new worker staff (now incorporated into CORE), improvement in availability of placements for teens (referred to the Well Being program, and feasibility of I-Phones for casework staff (currently being reviewed) The decisions made at this level have process improvements that impact child welfare statewide.

#### *Quality Assurance*

##### *1. Child and Family Service Review (CFSR)*

The Department has utilized periodic case reviews since the conclusion of the 2008 Round 2 CFSR. Beginning in 2015 the Department is fully utilizing the federal CFSR On-Site Review Instrument and added additional measures specific to Oregon child welfare practice that add value to our efforts for Continuous Quality Improvement (CQI). Over the course of 2015 the Department embarked on an intensive training effort to expand the pool of case reviewers by

leveraging both program staff, field staff and community partners from the Juvenile Court Improvement Program and the training partnership staff from Portland State University. These reviewers conduct the case reviews in two-person teams with the QA staff serving as quality assurance reviewers to ensure accuracy of the ratings and fidelity to the review tool. CFSR case reviews are scheduled in all 16 Districts throughout Oregon on an annual schedule. Periodically specialized reviews can be scheduled when requested or needed, such as a targeted review of Indian Child Welfare (ICWA) cases.

Preparation for the CFSR Round 3 which had an intensive focus on training additional reviewers and ensuring the fidelity to the On Site Review Instrument ratings, played a significant part of completion of the 171 cases reviewed.

The Department's QA Team reviewed 173 cases in 2014 and 171 in 2015. The table below is a summary of overall compliance in the Safety, Permanency, and Well Being measures. And identifies the number of cases reviewed, the number of review items that were applicable to the cases and the result of ANI or Strength on the rating of each applicable item. The table indicates the number of cases reviewed, the number of individual items of the 18 items in the review tool that applied, the number and percentage rated as a strength, and number and percentage rated as an area needing improvement. It should be noted that the federal review instrument was not fully utilized in Oregon until 2015, which, in part, reflects some of the changes in ratings over the 2-year summary.

CFSR Ratings: Statewide		2014					2015				
Outcome	Item	# Reviewed	# Applied	# Strength	# ANI	% Strength	# Reviewed	# Applied	# Strength	# ANI	% Strength
	Overall Safety Compliance	173	244	232	12	95%	171	354	285	69	81%
	Overall Permanency Compliance	173	627	567	60	90%	171	972	770	202	79%
	Overall Well-Being Compliance	173	891	751	140	84%	171	1,029	776	253	75%

Reviews are conducted on an annual schedule to cover the entire state during a 12 month period. After the review period, the QA team meets with the District and branch management teams to debrief the individual cases and identify themes in both good practice and areas needing improvement. At this time, the management teams utilize the information in program improvement efforts unique to each branch.

## 2. Child Welfare Practice Quality Assurance Tools

Oregon is in the early stages of development and implementation in the use of Practice Model Quality Assurance Tools. Although individual case reviews occur frequently due to sensitive issues that come to the attention of child welfare administration, Oregon had not developed and implemented a process for routine review of overall casework practice through the use of tools measuring fidelity to a practice model. Because Oregon's Case Management Model (Oregon Safety Model) and Foster Home Certification Model (SAFE [Structured Analysis Family

Evaluation] Home Study) represent a significant part of how Oregon assesses the safety of the substitute care setting families certified by the Department, Oregon is developing and implementing QA Processes that measure the fidelity to these practice models. To date, Oregon has developed the Oregon Safety Model and Differential Response Review Tool and a SAFE Homestudy Review Tool.

As Oregon continues with this type of quality assurance review, additional tools that measure the quality of our Safety Planning and Case Planning efforts, and Face to Face Contacts with children and parents will be developed. The OSM and DR Review Tool has just been finalized and includes instructions that promote inter-rater reliability. Implementation will begin in the late spring of 2016. The SAFE Homestudy Review Tool will be available for use in April, 2016. As a result, no data or additional information is available

### *3. Critical Incident Response Team/Sensitive Issue Review*

The Department has had a sensitive issue review process for several years. The primary purpose of the CIRT process is to rapidly draw lessons for the improvement of agency actions when there is an incident or serious injury or death caused by abuse or neglect involving a child who has had contact with child welfare. In each case, the CIRT process identifies what improvements can be made to DHS policies or practices and to make the report information public, keeping child and client information confidential. Upon completion of the CIRT team analysis, recommendations are presented to child welfare leadership. The child welfare project manager tracks the status of recommendations as they are completed. A recent example, referenced elsewhere in this assessment was the identification of the need to provide additional training to all child welfare staff on confirming safe environments when a child is in substitute care, and additional training to certifiers and their supervisors on the use of the SAFE home study process. The project manager tracked the status of delivery of these trainings through completion.

#### *Quarterly Business Reviews*

Over the past few years, Oregon has used data reporting in Quarterly Business Reviews (QBR's) to measure performance status on a variety of measures. Quarterly meetings with identified members of the child welfare program management team and child welfare field managers reviewed the status of progress or lack of progress on each measure and developed plans when needed with the goal of program improvement. These efforts, although having some time-limited success, did not result in overall continuous improvement anticipated through this process.

Oregon has analyzed the current QBR process, is re-examining QBR Measures, and selecting data measures believed to inform practice and aligning analysis of the Safety, Permanency and Well Being measures with the goals of Oregon's child welfare state plan. Work is currently underway to select and align the specific QBR data measures and will be completed by June of 2015. With these changes underway, developing a more clearly focused set of both outcome measures, and practice measures that influence the outcome, Oregon will use the QBR as the routine process for keeping pulse on driving toward the outcome goals of safety, permanency, well being, and service equity in the state plan.

#### *Lean Leaders*

The Department has 32 dedicated staff in the Office of Continuous Improvement dedicated to Lean Daily Management Principles and Six Sigma techniques and tools for process improvement.

This group of staff is a resource for Oregon's Department of Human Services, across all five program areas as well as Shared and Central Services, in developing and streamlining business processes and systems throughout the agency. Child Welfare calls upon this resource to map system processes and identify more effective and efficient ways to do business. At the state level, mapping across agencies and systems is vetted and approved through the state's Executive Team. A recent example currently underway is mapping the processes communicating information and ensuring child safety when an allegation of child abuse in a contracted placement setting is received by the Department, and detailing the responsibilities authorized under current administrative rule for the Office of Licensing and Regulatory Oversight, the Office of Adult Abuse and Prevention and Investigations. Within child welfare, a recent example of that work included mapping contracted placement services from identified placement through payment processing, which included local branch office, Office of Financial services, provider organizations and child welfare leadership. This process resulted in a standardized invoice processing system for child welfare contracted providers that was implemented statewide in 2014.

#### *Data Analytics*

Since the implementation of OR-Kids as a statewide data system, Oregon has worked with Kansas State University in the development of Reports Oriented Management (ROM). This product uses the statewide child welfare information data and stores the data in a data warehouse, then uses the information to create a series of management reports in the areas of Foster Care, Child Protective Services, Caseworker Contact Reports, Permanency Outcome Reports, Reunification and Timeliness to Permanency, Timeliness of Adoptions, Permanency for Long-Term Children and CFSR Round 3 National Outcomes. These reports can be used at a statewide level to monitor child and family outcomes as well as evaluate trends over time. The reporting functionality allows a user to sort within timeframes, within a local District or branch, and/or by certain family or child characteristics. Overall, Oregon is in the early stages of learning to use data to inform strategies for improved practice. The management convening of all District and Program Managers held in December was the first statewide convening with the focus on using data in this way. This is a continued area of growth for Oregon.

Additionally, Oregon has created reports directly out of the OR-Kids data tables to monitor some operational units, including Eligibility for Title IV-E and XIX, as well as specific business units reports to monitor functional areas (such as weekly emergency locator, personal care, timeliness to screening, and enhanced supervision reports). These reports are utilized routinely by program staff to monitor child services in specific areas of child welfare practice.

#### *Performance Based Contracting*

Within the past year (2015), Oregon has engaged the contracted Strengthening, Preserving and Reunifying Families (SPRF) service providers in Performance Based Contracting (PBC). The contracts require the provider to indicate the family and child outcomes on the final invoice for the service, indicating whether the services goals developed with the family were achieved, partially achieved or not achieved. Described more fully in Item 30, Individualizing Services, this is an emerging area of quality assurance monitoring that holds potential for more analysis of the relationship of service delivery to child and family outcomes over the next few years as more and more longitudinal data are available to the Department.

*Casework staff*

Oregon continues to be constrained in the provision of casework and case management services by the staffing limitations due to funding allocations. The Legislature made an investment in additional staffing resources in both of the past two biennia, which has increased the workload model from staffing casework staff at approximately 67% of the model to 86.9% of the model currently. The Department invested in the development of a workload model to examine appropriate funding allocations; however, the legislature has been unable to fully fund the model, which results in higher caseloads per caseworker and overall less time for child welfare staff to address the needs of each family and child. The chart below demonstrates the limitations on staff capacity for child welfare workload management.

POSITION TYPE:	2015-17 (post-LAB)			
	Current Position Authority	Positions Earned Forecast (F15)	Percent of Earned	Difference Current to Workload Forecast
Case Worker	1412.02	1,567.36	90%	(155.34)
Social Service Assistant	201.40	230.49	87%	(29.09)
Support Staff	427.81	522.45	82%	(94.64)
FRS/IVE Specialists	43.30	52.00	83%	(8.70)
Leadership Support	38.30	47.87	80%	(9.57)
Field Management	203.00	256.84	79%	(53.84)
	<b>2325.83</b>	<b>2,677.02</b>	<b>86.9%</b>	<b>(351.19)</b>

While the increase in staff has provided some relief, as demonstrated in the increases in the numbers of face to face contacts with children, the Department remains underfunded for the workload. With ongoing work on increasing fidelity to child welfare models of OSM and the SAFE home study, and the intensive work involved in readiness and implementation of Differential Response, challenges remain.

*Additional Governmental Support for Safety in Foster Care*

During the 2015 legislative session HB 2233 directed DHS to work with stakeholders and others on developing recommendations and best practices regarding children in residential care.

In the fall of 2015, after the closure of one of the Department’s contracted providers and subsequent information regarding the substandard care for some of the children in the provider’s care, several systemic issues between various divisions within the Department have been identified. There are multiple efforts currently underway to identify and remedy the gaps in communication, process, follow through and accountability for ensuring child safety in substitute care, particularly those children who are placed with a contracted provider.

In November, 2015 Governor Katherine Brown and Department of Human Services Director Clyde Saiki announced the members for an external advisory committee charged by the Governor with conducting an independent review of the state's child foster care system and services. The members of the advisory committee are listed below:

- Senator Sara Gelsler
- Senator Jackie Winters
- Representative Carla Piluso
- Representative Duane Stark
- Mark McKechnie, Executive Director, Youth Rights and Justice
- Robin Donart, Executive Director, Maple Star Oregon
- Craig Opperman, Executive Director, Looking Glass Youth and Family Services
- Kay Toran, Executive Director, Volunteers of America
- John Sciamanna, Child Welfare League of America
- Caroline Cruz, Health & Human Services General Manager at Confederated Tribes of Warm Springs
- Lené Garrett, Executive Director, CASA Marion County
- Christine Hartmann, Oregon Foster Parent Association
- Josh Graves, Chief Administrator Officer, Catholic Community Services of the Mid-Willamette Valley and Central Coast

Public Knowledge, Inc., an independent third-party contractor, will lead an independent review of Oregon's child welfare program. The review will identify issues that can be corrected and implemented immediately, without requiring legislative action, and will focus on the following areas of DHS child welfare and foster care:

- Adequacy of oversight and licensing
- Cultural responsiveness of our system
- Abuse and neglect investigations in licensed care
- Communications and accountability mechanisms within the agency
- Financial stability and sufficiency of foster care providers.

Please see Governance and Working Structure for a fuller description of these processes. <http://www.oregon.gov/DHS/DHSNEWS/CWIndependentReview/structure.pdf>

Additionally, three internal DHS audits are currently underway examining practices in the Office of Licensing and Regulatory Oversight, the Office of Abuse Prevention and Investigation, and the Office of Child Welfare Program.

The collective work of these review bodies and efforts will inform practice, process and administrative rule changes to ensure any identified gaps in ensuring child safety are addressed and monitored.

Two bills passed during 2016 Oregon Legislative Session will also directly impact additional quality assurance measures.

#### SB 1515 (Bill Summary)

- Establishes standards and criteria for mandatory licensing, certification or authorization of child-caring agencies by Department of Human Services. Authorizes department to place



conditions on license, certificate or authorization. Establishes conditions for determining full compliance with specified requirements and grounds for immediate suspension or revocation of license, certificate or authorization.

- Authorizes child-caring agency to certify proctor foster home upon determination that home meets minimum standards established by rule of department or Oregon Youth Authority. Requires proctor foster home applicant to provide release of information to enable determination whether applicant is subject of ongoing investigation or has substantiated allegations of abuse or neglect against applicant.
- Permits Director of Human Services to issue interim emergency order or to enjoin operations of child-caring agency if condition exists that seriously endangers or places at risk health, safety or welfare of child.
- Establishes standards and requirements for supervision and inspection of premises, books and financial statements of child-caring agencies. Requires provision of annual financial statements audited or reviewed by certified public accountant under specified circumstances.
- Creates definition of “abuse” of child in care of child-caring agency. Mandates that department immediately notify certain persons and entities, and commence investigation upon obtaining knowledge of suspected abuse. Defines findings of substantiated, unsubstantiated and inconclusive abuse. Child in care includes persons under 21 residing in or receiving care or services from a child caring agency or proctor foster home.
- Directs department to report on quarterly basis to interim legislative committees regarding reports of substantiated abuse.
- Directs department to submit report to interim legislative committees no later than December 1, 2016, regarding process and requirements for national accreditation of state in child welfare.
- Directs department to submit report to interim legislative committees no later than October 1, 2016, regarding recommendations for development, implementation and oversight of Center for Continuous Improvement.
- Increases biennial appropriation made from General Fund to Department of Human Services for purposes of implementing and administering provisions of Act.
- Increases limitations on expenditures for certain biennial expenses for purposes of implementing and administering provisions of Act.

#### HB 4080 (Bill Summary)

- Establishes a Governor's Child Foster Care Advisory Commission to advise Governor and Director of Human Services regarding foster care system in this state.

Oregon’s child welfare system has many quality assurance components, and is working toward a more comprehensive and integrated continuous quality improvement system.

Work is currently underway to align the QBR data measures with the CFSP goals and strategies. In addition to reviewing and clarifying outcome measures, Oregon is identifying what are called the lag measures and the driver measures which can be monitored at the state and local levels.

As an example, to improve timeliness to adoption (a lag measure) under the Permanency goal, the Department is considering measuring the percent of Adoption Assistance and Guardianship Assistance applications that need secondary review prior to submission (a driver measure). Oregon believes improving the accuracy of applications prior to submission will improve timeliness to permanency.

Similarly, Oregon is measuring and analyzing those cases where re-abuse occurs believing analysis of those causal factors within the control of the Department (insufficient safety planning or lack of a comprehensive assessment of the six domains during the safety assessment) can drive improved practice and improved outcomes in safety.

Once the data alignment work is completed (anticipated no later than June, 2016), the QBR measures will be aligned to the outcome measures. This, in conjunction with the ongoing qualitative reviews through both the CFSR case review process and the quality assurance tools, will provide Oregon with a more comprehensive and robust continuous quality improvement framework for Oregon's work to achieve safety, permanency and well being for children, and will focus the state on specific strategies to improve outcomes.

This work, while starting with statewide data analysis, will also be used in the Districts and branches to identify areas of practice needing improvement and targeting strategies and actions focused on program improvements within the local branch or District. Because the data and qualitative review can be localized both through use of ROM data reports and the CFSR reviews, the strategies for improvement can factor in the differences in available staff and community resources across both the urban and rural areas of Oregon.

## D. Staff and Provider Training

### Item 26: Initial Staff Training

How well is the staff and provider training system functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions?

*Staff, for purposes of assessing this item, includes all contracted/non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.*

Please provide relevant quantitative/qualitative data or information that show:

- staff receive training pursuant to the established curriculum and time frames for the provision of initial training; and
- how well the initial training addresses basic skills and knowledge needed by staff to carry out their duties.

### State Response:

#### Initial Training

All new social service staff receive a general orientation coordinated through the supervisor (“New Employee Orientation”) at the worksite within the first two weeks of employment in Oregon. The orientation includes items such as office procedures, job expectations, business policy requirements, how to do some common tasks (e.g. call in sick, request time off, enter time for payroll, etc.), the Department, district, and office organizational structures, as well as an overview of procedures for the work that are particular to the local office and/or courts.

Oregon’s initial classroom training is a 4 week classroom instruction conducted through Portland State University Child Welfare Partnership called “CORE”. CORE, which includes *Fundamentals of Child Welfare* and *Life of a Case*, is required for all new child welfare staff classified as Social Services Specialist 1 and other employees who perform functions generally assigned to these classifications. New employees must complete CORE prior to having responsibility for a child welfare caseload. New employees must be enrolled or have completed training within three months of the hire date. CORE meets the statutory requirements outlined in ORE 418.749 for all Child Protective Services staff that screen, assess and investigate allegations of child abuse and neglect.

#### *Fundamentals of Child Welfare*

This two-week cluster introduces the participant to an array of social issues common in child welfare and provides strategies for implementing best practice standards when working with children and families. Topics include but are not limited to domestic violence, mental illness, substance abuse, child sexual abuse, drug endangered children, developmental issues of abused children, and child neglect. Sessions providing a foundation for child welfare practice include educational resources, working with relative and non-relative caregivers, cultural considerations,

the Indian Child Welfare Act, engagement skills, self-sufficiency, and a caseworker's role in the courtroom.

*Life of a Case*

This two-week cluster introduces the participant to all aspects of the Oregon Performance Model, from initial contact to reunification and case closure, and sessions covering screening, mandatory reporting, interviewing children, visitation planning and vicarious traumatization. Sessions supporting legally sound casework practice and concurrent permanency planning are provided and include identifying fathers, diligent relative search, placement priorities, reasonable efforts, types of juvenile court hearings, and Citizen Review Boards. Employees must complete CORE prior to having responsibility for a child welfare caseload. New employees must be enrolled or have completed training within three months. CORE meets the statutory requirements outlined in ORE 418.749 for all Child Protective Services staff that screen, assess and investigate allegations of child abuse and neglect.

At the conclusion of CORE, each student attends a ½ day class on the basics of OR-Kids. This course is an introduction to OR-Kids functionality including key terminology, system navigation, using lessons learned since the release of OR-Kids. Basic functions are covered: search, desktop navigation, approvals, ticklers, on-line help, case notes, assignments, person and case maintenance.

Item 26 analyzes the initial training necessary and required prior to case assignment. There are additional training requirements within the first year of hire and ongoing training, which will be discussed in Item 27.

The total number of casework staff hired (312, and 249 respectively) represent new employees who remained employed during the calendar year and completed training during the given time period. The Learning Management System database does not have capacity to track the training on an aggregate basis for employees no longer working for the Department.

<b>Initial Training</b>		
<b>Course Name</b>	<b>2014</b>	<b>2015</b>
<b>Fundamentals of Engaging Families - C03946</b>	320	193
<b>Preserving Families Throughout the Life of a Case - C03948</b>	325	203
<b>OR-Kids Basics</b>	*	190
<b>Total Number of SSS1s Hired</b>	<b>312</b>	<b>249</b>

The total number of completions for CORE is higher in 2014 than the total number of new employees due to some employees entering CORE in 2014 who were hired in the last quarter of 2013.

In a recent analysis of timeliness of new employee entry into CORE, the Department found that 65% of new employees began CORE within two weeks of hire, 28% began within two weeks and one month of hire. Overall, 93% began CORE training within one month of hire.

This data was collected from several reporting systems that do not consistently align with regard to appointments and departures of new employees. Oregon utilized and extracted data with the assistance of separation reports from Human Resources as well as reports from Oregon's current Learning Management System. Oregon is improving staff training report mechanisms and currently undergoing a planned migration and transfer to a new Learning Management System which includes data reporting process. The training unit is involved in the planning for the new LMS and will work more closely with Human Resources to improve the data reports for the future.

Today Oregon is able to routinely enroll a new employee in the initial CORE training within one month of hire. There are occasions where classes are already full or the class schedule does not align well with the new employee hire date, which may delay entry into classroom training. The percentage of new employees whose training is delayed over one month is 7% overall. While this does delay the ability to assign casework, the shadowing, coaching, and learning local branch protocols and processes are additional venues for a new employee to gain valuable knowledge and skill in a timely manner.

### **Basic Skills and Knowledge**

Oregon currently conducts knowledge self-assessment prior to and at the conclusion of each of the CORE training session. The results of the new employee self-assessment are reflected below:

Life of a Case: April 2014 through December 2015, 96.6% of new employee respondents agreed that the learning objectives were met in the Life of a Case two-week training. The average pre-training level of knowledge self-assessed by new employees was 2.7 or 'minimal'. The average post-training level of knowledge was 4.1 or 'good'. The highest score allowed is 5.

Fundamentals: March 2014 through January 2015, 97.9% of new employee respondents agreed that the learning objectives were met in the Fundamentals of Child Welfare two-week training. The average pre-training level of knowledge self-assessed by new employees was 3.2 or 'fair'. The average post-training level of knowledge self-assessed by new employees was 4.3 or 'good'. The high score is 5.

While these results indicate the employee response to increase knowledge, the classroom training, in itself may not address the knowledge and skills needed for the position. In a new employee survey, described further below, new casework staff currently employed who had been hired between October, 2013 and November, 2015 were asked a series of question to assess the training experience after having worked in the position for 1-2 years. Caseworkers' response to preparedness to manage cases after CORE training indicate a need to redesign training.

OR-Kids: The OR-Kids child welfare data system was initiated in August, 2011, with 2,115 workers participating in the initial implementation training.

In 2012-2013, OR-Kids Basics was a required classroom training as a part of CORE. In 2014, due to many logistical challenges, Oregon moved the OR-Kids Basics class requirement to technology environments such as computer based training, on line reference material and OR-Kids trainers responding to mentoring needs in local offices as requested. In conjunction with the OR-Kids technical team, a consolidated training environment with refreshed application and database on a new MS-Server 2012 R2 was successfully implemented in November/December, 2015. Six training session have been held and feedback has been very positive since this change

in training environment. In 2015, subsequent to testing and validation of this build, OR-Kids Basics was reinstated back into its regular occurrence right after the completion of CORE. Oregon has not yet developed a knowledge and skill assessment post completion of OR-Kids Basics.

Oregon is currently in the process of a comprehensive child welfare training redesign. As a part of the analysis of the current training design, and in order to better identify the changes needed, the Department issued two surveys in December 2015 in collaboration with an evaluator from PSU.

In November 2015, Oregon surveyed to all child welfare supervisors who supervised at least one new employee between October 2013 and November 2015. Another survey was sent to any employee who had completed CORE during the same time period. These surveys were designed to gain a better understanding of the new employee training experience and how prepared employees felt they were to carry cases after the completion of CORE. The new employee survey was sent to caseworkers who had completed CORE training between January 1, 2013 to December 1, 2015.

Fifty of 200 supervisors from 13 of the 16 districts completed the supervisor survey. District location was unknown for 11 of the supervisors who completed the survey. A total of 141 of a possible 496 social service employees completed the survey from all districts in the state.

Some of the significant information gained from the survey is reflected here.

Pre-Training preparation:

Worker responses (n=141)

64% completed pre-training activities such as computer or branch-based trainings, shadowing experienced workers, and reviewing policy.

36% reported receiving some general information from a supervisor or experienced worker about what to expect from CORE, general concepts that would be covered, and the importance of CORE training.

19% reported receiving no preparation to attend CORE training

10% reported starting CORE training either on or within a day or two of their hire date, which resulted in no meaningful opportunity to have any pre-training preparation.

Post-Training preparation:

How prepared were you (your workers) to carry cases after completing CORE?		
	Supervisors	Workers
Not at all prepared	0.0%	11.0%
Slightly prepared	42.5%	43.2%
Somewhat prepared	45.0%	31.4%

Moderately prepared	12.5%	13.6%
Extremely prepared	0.0%	0.9%

There were two areas of training that workers most frequently stated would have helped them be better prepared to carry cases:

- More job specific training (i.e. CPS, Permanency); and,
- More training related to daily casework tasks (i.e. OR-Kids computer system, paperwork).

Post Training Support:

32.4% of worker respondents reported receiving post-training support in the form of:

- Conversations about what they learned in CORE with their supervisor or a mentor,
- Shadowing someone else performing casework tasks, and
- Being observed while conducting casework tasks.

31.3% of respondents reported participating in two of the three options mentioned above.

18.7% of respondents reporting participating in one of the three options.

17.6% of worker respondents reported receiving none of those post-training supports.

Further analysis of the survey results examining discrepancies between the urban and rural districts showed respondents from urban counties were more likely to receive an observation of their work than respondents from rural counties. The primary challenge supervisors report encountering in post training support is time. Oregon is addressing this disparity in our redesign efforts and development of supervisors’ tools and supports to assist supervisors to be successful in post training support that can be utilized in supervision and coaching that occurs with all caseworkers in the unit.

Oregon has identified the issues related to worker understanding of the OR-Kids functionality, and the impact that knowledge has on data integrity and reporting accuracy. Child Welfare training specialists are taking several steps to improve training:

- Improved on-line instructions
- Subject specific computer based trainings
- Hands on and classroom training for all staff utilizing OR-Kids
- Coordinated training redesign in conjunction with the training redesign outlined below.

Oregon is taking the knowledge gained through the assessment of new employee training, and through the training redesign committee, is evaluating the merits of the following changes:

- Developing a yearlong new employee training design
- Designing a training experience that includes classroom instruction in theory and practice, simulation, field experience and supported supervision, OR-Kids data collection and case documentation in a graduated, ongoing first year experience

- Scheduling statutorily required training early in the classroom experience to meet the training requirements for casework, allowing assignment of a limited caseload along with greater supervision
- Establishing prerequisites to each series of classroom training sessions to set the expectations for new employees
- Increasing the resources available to supervisors on how to coach and mentor staff during the first year of employment with specific on the job experiences
- Developing a new worker portfolio in conjunction with the training Partnership and field supervision that supports ongoing development and evaluation throughout the first year of employment.

The recommendations of this committee will be reviewed and approved by Child Welfare administration and the Child Welfare Partnership Governing Board prior to implementation of training redesign, however, initial changes are anticipated in 2017.

Oregon has also invested in developing coaching support, particularly in the refresh of the Oregon Safety Model and implementation of Differential Response. There are anecdotal reports of training to this type of coaching support by supervisors and with consultant staff is beneficial to employees in making adaptive changes in their practice. The year one site visit report states: "District staff often praised DR consultants for their availability, arriving onsite prior to implementation, and often remaining onsite for several months after implementation to ensure staff members could easily ask for assistance when challenging situations arose. The consultants' hand-on approach eased doubts and gave encouragement to workers; this approach was described an invaluable." The report also states in the recommendations "Given that DR consultants may be less available in districts that implement DR later, it is important to develop a peer-support network in which district staff in neighboring or similar communities can offer support and assistance to districts that have recently implemented DR." A comprehensive evaluation of Differential Response is being conducted through the contract with the University of Illinois, and will provide additional information as the evaluation continues throughout DR implementation. These early reports on DR implementation can be used to inform the content of supervisor support for initial training as well as informing the training needed for supervisory cohorts, discussed in Item 27.

Oregon asserts that initial training is available to all staff, however, the training does not meet the readiness need of the new employee. Work is currently underway to redesign initial training and is anticipated to be implemented mid 2017 due to the significant redesign needed. In the interim, Oregon is complimenting the current training with additional coaching (see above) and a combination of on-line and classroom based OR-Kids training to facilitate new employee need for additional information.



## Item 27: Ongoing Staff Training

How well is the staff and provider training system functioning statewide to ensure that ongoing training is provided for staff that addresses the skills and knowledge needed to carry out their duties with regard to the services included in the CFSP?

*Staff, for purposes of assessing this item, includes all contracted/non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.*

*Staff, for purposes of assessing this item, also include direct supervisors of all contracted/non-contracted staff who have case management responsibilities in the areas of child protection services, family preservation and support services, foster care services, adoption services, and independent living services pursuant to the state's CFSP.*

Please provide relevant quantitative/qualitative data or information that show:

- that staff receive training pursuant to the established annual/bi-annual hour/continuing education requirement and time frames for the provision of ongoing training; and
- how well the ongoing training addresses skills and knowledge needed by staff to carry out their duties with regard to the services included in the CFSP.

### State Response:

Oregon does not have statutory or administrative rule requirements for advanced practice or annual/bi-annual training hours for case management staff after one year of employment with DHS. Oregon has developed a recommended training outline to guide supervisors and managers in supporting ongoing staff training and professional development, but there are no consequences for non-attendance.

Oregon's intergovernmental agreement with Portland State University establishes a Child Welfare Partnership that has been in place for several years. Through the agreement, most of the ongoing classroom training for child welfare casework staff is conducted through this agreement. Oregon also uses asynchronous training such as online computer based training and Netlink training to enhance availability of training to staff throughout the state.

#### Training within the first year

Oregon maintains a training matrix available to all staff and managers on the website outlining the training sequence. This matrix is a combination of classroom, online and Netlink training developed both by the CWP and subject matter experts in the Department. Please note that although the website does identify certain courses as required, there are no consequences for non-attendance.

[https://inside.dhsoha.state.or.us/images/stories/asd/human\\_resources/docs/train\\_and\\_develop\\_docs/Training\\_Outline\\_for\\_Child\\_Welfare\\_Staff.pdf](https://inside.dhsoha.state.or.us/images/stories/asd/human_resources/docs/train_and_develop_docs/Training_Outline_for_Child_Welfare_Staff.pdf)

The chart below identified the numbers of staff who have completed the identified trainings, including caseworkers (SSS1), direct supervisors (PEM C) and social service assistants (SSA) who are currently employed. Due to the limitations of the current training database, without reviewing individual employee training records, it is not possible to also assess completed training for former employees, therefore a comprehensive analysis is not possible at this time. Oregon is investing in a new learning management database which will significantly improve data capture and data analysis.

It should be noted that Trauma Informed Practice curriculum was initiated in July, 2015 and CW Practices for Cases with Domestic Violence was initiated in March, 2015, so have fewer total attendees. It is also important to note that courses that receive additional emphasis and/or are courses for which managers, supervisors, and employees receive reminders to attend, have better attendance. Good examples of this can be seen in the attendance for all of the OSM refresher courses, and the cultural competency course which all have higher percentages of current staff attendance.

Staff Measured	Course Name	% of current staff that have fulfilled their obligated training requirement	Number of current staff that have completed the training/Number of current staff that have not completed the training
SSS1s, PE/M Cs, SSAs	Confidentiality in CW	59%	1048 / 718
SSS1s, PE/M Cs, SSAs	Sharing of Information	77%	1352 / 414
SSS1s, PE/M Cs, SSAs	OSM1	93%	1640 / 126
SSS1s, PE/M Cs, SSAs	OSM2	92%	1619 / 147
SSS1s, PE/M Cs, SSAs	OSM3	91%	1610 / 156
SSS1s, PE/M Cs, SSAs	OSM4	89%	1579 / 187
SSS1s, PE/M Cs, SSAs	OSM5	87%	1537 / 229
SSS1s, PE/M Cs, SSAs	OSM6	85%	1495 / 271
SSS1s, PE/M Cs, SSAs	OSM7	85%	1496 / 270
SSS1s, PE/M Cs, SSAs	Confirming Safe Environments	89%	1578 / 188
SSS1s	ASFA	74%	1004 / 356
SSS1s	MEPA	81%	1102 / 258
SSS1s, PE/M Cs, SSAs	Cultural Competency	92%	1621 / 135
SSS1s, PE/M Cs, SSAs	Core Values	34%	590 / 1166
SSS1s, PE/M Cs, SSAs	Information Privacy	84%	1469 / 287
SSS1s, PE/M Cs, SSAs	Information Security	82%	1432 / 324
SSAs	CORE - SSA Training	75%	182 / 61
SSS1s, PE/M Cs, SSAs	Trauma Informed Practice	8%	139 / 1617
SSS1s, PE/M Cs, SSAs	CW Practices for Cases w/DV	9%	155 / 1601
SSS1s, PE/M Cs, SSAs	Disclosure Analysis Guidelines	26%	463 / 1293
SSS1s, PE/M Cs, SSAs	Advocating for Educational Services	17%	300 / 1456

OR-Kids training

The following table shows how many staff have completed the particular OR-Kids training in the associated year.

Course Name	2014	2015
OR-Kids Assessment	8	85
OR-Kids Screening	7	20
OR-Kids Court Packet	20	80
OR-Kids Documenting to Safety	21	0
OR-Kids Coaching	102	147

Training evaluation

Oregon has some data on training attendees’ perception that training content was applicable and useful to their work. Training evaluation surveys conducted for selected course curricula by Portland State University Child Welfare Partnership over the past several years demonstrates a high level of content applicability. The chart below represents the total number of staff that have completed the training in the associated year.

Course Name	2014	2015
Pathways to Permanency	183	67
Adoption Tools & Techniques	28	35
Certification & Adoption	41	21
Foundations Train the Trainer	7	17
Foundations Professional Development	26	21

Pathways to Permanency: 96.4% of those surveyed (2399 of 2490 evaluations) between 09/2014 – 01/2016 agreed that the content presented was applicable/useful to their job.

Adoption Tools & Techniques: 98.5% of those surveyed (252 of 256 evaluations) between 03/2015 – 09/2015 agreed that the content presented was applicable/useful to their job.

Trauma Informed Practice Strategies: 86.2% of those surveyed (119 of 138evaluations) between 07/2015 – 01/2016 agreed that the content presented was applicable/useful to their job.

Certification & Adoption: 97.6% of those surveyed (1373 of1407evaluations) between 10/2013 – 10/2015 agreed that the content presented was applicable/useful to their job.

Foundations Train the Trainer: 93% of those surveyed (119 of128evaluations) in 02/2015 agreed that the content presented prepared them to train the Foundations curriculum.

Foundations Professional Development: 94.5% of those surveyed (69/73 evaluations) between 07/2013 – 09/2015 agreed that the content presented was applicable/useful to their job.

Management Training

DHS has a Department wide management training series delivered over the course of 7 days for any staff promoted to a supervisory or management position. That curriculum includes DHS and OHA New Manager Orientation, Cultivating a Diverse Workforce, Delivering Communications that Get Results, Domestic Violence, Sexual Assault and Stalking – Your responsibilities as an Employer, DHS Essentials of Human Resource Management, and Ethics. However, due to the limited ability to capture the dynamic data needed to track worker assignment in relationship to

training needed for new management, the data speaks only to attendance as opposed to the total population who were promoted to management positions. Evaluations for this training are collected Department wide and have not been organized in any manner that provides qualitative data to inform increase in knowledge and skills for the position.

Staff Measured	Course Name	2014	2015
PE/MCs	Supervisor Training (CORE)	18	10
PE/MCs	Cultivating a Diverse Workforce	19	14
PE/MCs	Delivering Communications that Get Results	21	15
PE/MCs	Domestic Violence, Sexual Assault & Stalking - Your Responsibilities as an Employer	15	0
PE/MCs	DHS Essentials of Human Resource Management	41	29
PE/MCs	Ethics	31	7
PE/MCs	DHS and OHA New Manager Orientation (NMO)	22	9

The Department developed a specific training for new child welfare supervisors and began delivery of this training in 2008. This is a six-day, six module curriculum which covers effective leadership, achieving excellence in staff performance, building a cohesive work team, promoting staff growth and development, clinical supervision, managing within the organization and managing change. Of the 200 current supervisors, 136 (67.5%) have completed this training, an additional 36 have partially completed (18%) and the remainder have not attended. Again, due to the inability to dynamically track position movement within the agency (without tracking individual employee records), it is not possible to know whether the remainder may have left the agency, moved to other positions within the agency, or for other reason are no longer directly supervising casework staff. Of those who have completed the supervisory cohort, respondents consistently state the materials and tools are practical and useful and content is relevant and applicable. One of the most valued aspects of this training is the opportunities participants have to interact and discuss supervision-related issues with trainers and peers.

Between January 1, 2014 and December 31, 2015 four cohorts of the six module Supervisory training were offered. Participants were asked to complete an evaluation form after each training module. The average overall rating of all training modules combined was 4.3 on a scale of 1-5,

with 5 as the highest rating possible. Respondents also rated the usefulness of the content provided; the average rating of was 4.7 on a scale of 1-5.

Oregon, in conjunction with Casey Family Foundation, held a management convening for all district managers and child welfare program managers in December, 2015. *More Informational, Less Intuition*, the convening an opportunity to discuss management strategies to enhance Oregon practice to the Oregon Safety Model and use of data to inform practice improvements. Each District team was provided with child welfare data specific to their District in comparison to statewide performance on a variety of measures in safety, permanency, and well being.

Of the 79 attendees (all but 2 field management staff were in attendance for the full 2 days) over 69% of the post-convening survey respondents reported that the overall experience was above average or excellent. Several commented that more in depth practice discussions on specific cases and decision points is needed. These focused practice discussions are being scheduled into the monthly Program Managers' meetings in 2016.

Every year, there are quarterly meetings held that have training components included for Consultants, Certifiers and Adoption workers, Office Managers, Paralegals, Permanency workers, and Child Welfare Supervisors. Topics are related to new rules and policies, business processes and protocols, clinical supervision skill enhancement, and child welfare best practices. Attendance and evaluation data are not routinely collected for these meetings at this time.

#### Training required to address specific or identified practice issues

##### *Adoption Committee Training*

This course helps participants understand the responsibilities of membership on a local adoption committee. Participants will learn the evaluative skills to appropriately match the needs of the child with the knowledge and skills of a potential adoptive family and appropriate documentation on Department forms. Over the past two years 176 staff have attended this training. Post course evaluations are not available for this training.

##### *Differential Response*

Differential Response (DR) is currently in the process of a staged implementation across the state. Specialized training, designed to build the skills and knowledge in particular areas of practice, is provided in Districts prior to DR implementation. This is a 4.5 day curriculum with two of the four classes specific to caseworkers who will be involved in screening and assessment.

Implementation Date	Location by County	DR Overview	DR Assessment	DR Screening	DR Collaboration
05/2014	Klamath, Lake, Lane	163	84	22	132
04/2105	Benton, Lincoln, Linn, Washington	152	65	18	151
11/2015	Clackamas, Coos, Curry, Jackson, Josephine	221	91	30	226

Post course evaluations indicated the following usefulness of the curriculum:

DR Overview: 81% of respondents rated the training as mostly or very useful.

DR Assessment: 87% of respondents rated the training as mostly or very useful.

DR Screening: 80% of respondents rated the training as mostly or very useful.

DR Collaboration: 75% of respondents rated the training as mostly or very useful.

Oregon will continue to track the DR implementation curriculum through 2017 when DR is fully implemented throughout the state.

Oregon also has the capacity to readily develop and deliver training focused on identified needs. Oregon developed and delivered the following two training curricula in 2015 in response to a growing concern for safety in substitute care to address identified needs.

#### *Confirming Safe Environments*

This course was created in 2015 as a required training for all SSS1s, SSAs, and supervisors. The course was taught regionally throughout the state beginning in July, 2015. Each student was asked to complete a post-course evaluation, and of the evaluation responses between 08/2015 – 01/2016, 79.8% agreed that the content presented was applicable/useful to their job. As of January, 2016 92.7% of staff required to attend have completed this course.

#### *SAFE Home Study Refresh:*

This course was developed in 2015 in conjunction with the Consortium for Children for all certification staff and their supervisors. This one day course provided in identifying and considering any family issues that need mitigation. The course was taught regionally throughout the state beginning in July, 2015. 184 staff and 45 supervisors attended these training sessions. Attendees reported that the training was useful in better understanding the process of mitigation of issues in the family during the process of completing a home study.

#### Conferences and Quarterly meetings

The Department has also provided ongoing training opportunities for staff in the way of conferences, quarterly trainings, and attendance at national conferences. Selected staff participate in the following annual conferences. Although not required, it is typical for the staff

attending the conference to report back to their unit or local office on the information gained at these conferences

- Two day ICWA conference for staff and managers
- One day Diversity conference for staff and managers
- One day Shoulder to Shoulder conference for substitute caregivers, CRB members, CASAs, foster youth, advocates and community partners
- Biennial Support Staff and Supervisor conferences.

DHS Conferences (Number of Child Welfare Staff that attended)		
Course Name	2014	2015
ICWA Conference	158	139
Diversity Conference	82	91
Supervisor Conference	150	N/A
Support Staff Conference	267	N/A

Clackamas County Child Abuse Summit.

This is a multi-disciplinary training that includes local law enforcement, mental health agencies, attorneys, and child welfare staff and supervisors that are involved in child abuse investigation.

Social Service Assistant Summit: In 2015, 155 SSAs attended the regional SSA summits. The Summit was an opportunity for SSAs from across the state to come together, attend advanced workshops, and share ideas and resources.

#### PSU MSW/BSW program

Since 1997 Oregon has invested in the Title IV-E option to support advanced university education through the Child Welfare Education Program (CWEP) by providing student stipends for undergraduate and graduate BSW and MSW degrees for students who are or agree to become employed through the Department. Since 1997, 224 undergraduate and graduate students have completed the program. Of that total, 61.1% of these graduates have or are currently completing the commitment to payback of the stipend through employment in child welfare.

Oregon has several opportunities for ongoing staff development. Because ongoing training for staff is not required, there are the related challenges of consistent staff attendance and the balance of having staff available for daily casework.

Additionally, in the course of conducting this assessment it became evident that attendance data is difficult to obtain in a reliable manner, with consistent data query parameters, and resulting ability to assure data reliability. Work is currently underway with staff managing the Learning Center database and new Learning Center development, Human Resources, and the Child Welfare Training Unit to develop reliable and consistent methodologies for ensuring notification to staff, monitoring attendance, and reporting results.

Despite the challenges of tracking and evaluation ongoing professional development, child welfare tracks ongoing opportunities and staff perception of learning opportunities. In a staff

engagement survey of all levels of child welfare staff conducted in the last quarter of 2015 77% of all respondents reported “I have the opportunity to do what I do best every day.” and 83% reported “During the past year I have had opportunities at work to learn and grow.” The survey results also indicate a high level of satisfaction within the organization for opportunities for growth and learning.

Oregon recognizes the need to develop additional tools for a more comprehensive assessment of ongoing staff training in order to fully assess continuing learning opportunities available to staff address fully the skills and knowledge needed for the work. One of the tasks of the Child Welfare Training Redesign Committee is examination of the professional development needs and caseworker competencies. The current focus is on a comprehensive redesign of the first year of employment. Focus on ongoing staff training will commence when the first year training redesign is complete.



## Item 28: Foster and Adoptive Parent Training

How well is the staff and provider training system functioning to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children?

Please provide relevant quantitative/qualitative data or information with respect to the above-referenced current and prospective caregivers and staff of state licensed or approved facilities, that care for children receiving foster care or adoption assistance under title IV-E, that show:

- that they receive training pursuant to the established annual/bi-annual hourly/continuing education requirement and time frames for the provision of initial and ongoing training.
- how well the initial and ongoing training addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

### State Response:

#### Foster and Adoptive Parent Training

The Department requires foster and pre-adoptive families to attend the initial training statewide curriculum called **Foundations**. This training has been modified for the state utilizing some core concepts developed through the state of Ohio, and PRIDE (Parent Resources for Information, Development and Education).

Through the Department Foster Parent Surveys over the last eighteen months foster parents responded to the following statement:

'The initial training I received adequately prepared me to foster the child(ren) in my home.'

20. The initial training I received adequately prepared me to foster the child(ren) placed in my home.						
	Paper Survey		Online Survey		Combined	
Strongly disagree	28	9.1%	58	6.4%	86	7.1%
Disagree	22	7.2%	101	11.2%	123	10.2%
Neither agree or disagree	50	16.3%	172	19.0%	222	18.3%
Agree	96	31.3%	345	38.2%	441	36.4%
Strongly agree	93	30.3%	133	14.7%	226	18.7%
No Answer	18	5.9%	94	10.4%	112	9.3%
<b>Total Responses</b>	<b>307</b>	<b>100.0%</b>	<b>903</b>	<b>100.0%</b>	<b>1210</b>	<b>100.0%</b>

A combined average of 55.1% Agree or Strongly Agree with this statement, 17.3% Disagree or Strongly Disagree. Oregon must address why needs are not being met.

Training requirements for certified families are monitored by Oregon Administrative Rules ([413-200-0274](#) and [413-200-0379](#)). The requirements include 30 hours of continuing education every two years as a requirement to obtain a renewal certification.

Foster parents responded to the following statement in the Department Foster Parent Surveys distributed over the last eighteen months:

“The training I have received has adequately prepared me to foster the child(ren) placed in my home.”

A combined average of 63.9% Agree or Strongly Agree with this statement. However, there has been a decline in positive responses over the last 18 months and the Department must address why this is occurring.

Fall 2014, the rate for Strongly Agreed was 32.2%

Spring 2015, the rate for Strongly Agreed was 28.1% and

Fall 2015, the rate for Strongly Agreed was 22.6%.

17. The training I have received has adequately prepared me to foster the child(ren) placed in my home.								
	Fall 2014		Spring 2015		Fall 2015		Combined	
Strongly disagree	24	6.8%	23	4.1%	76	6.3%	123	5.8%
Disagree	41	11.7%	40	7.2%	106	8.8%	187	8.8%
Neither agree or disagree	30	8.5%	95	17.1%	209	17.3%	334	15.8%
Agree	138	39.3%	238	42.8%	434	35.9%	810	38.3%
Strongly agree	113	32.2%	156	28.1%	274	22.6%	543	25.6%
No Answer	5	1.4%	4	0.7%	111	9.2%	120	5.7%
<b>Total Responses</b>	<b>351</b>	<b>100.0%</b>	<b>556</b>	<b>100.0%</b>	<b>1210</b>	<b>100.0%</b>	<b>2117</b>	<b>100.0%</b>

Oregon relies on the local certification staff in branch offices to ensure initial and ongoing training requirements are met by all Department certified foster homes. This is monitored by the certification supervisors during the course of the certification period and at each renewal.

The Department does not currently utilize OR-Kids functionality to track provider training, but this is an area where, if utilized, could provide additional and valuable information on types of training utilized by Department caregivers. Therefore, aggregate information on all types of training is not available at this time.

Oregon has additional capacity in OR-Kids to monitor the training requirements of certified families. To fully utilize this functionality, Oregon needs to develop a planned training schedule for certification staff and request development of a summary and comprehensive training report which would provide a more comprehensive quantitative assessment of foster and adoptive parent training statewide.

While the Department provides an array of training opportunities there remains two primary areas in which Foster Parents, Department staff and Community Advocates continue to recommend change:

1. While there are 202 different classroom class offerings, there is a limited budget for each District and the districts are not allocated enough funding to purchase all the training

offerings they would like. The Department must establish a more robust training model in which to meet the requested need.

2. Foster families who have been caring for children for several years routinely state the training offerings are most targeted toward the masses or new to being foster parents. More advanced and higher level courses are few and far between.

In Spring of 2016, the Tribal Affairs Unit provided IV-E approved foster parent training onsite at the Siletz tribe and the Confederated Tribe of the Umatilla Indian reservation. A total of 45 tribal foster parents were trained. Oregon is making ongoing efforts regarding certification of foster parents with all 9 federally recognized Tribes in Oregon. Collaborative information-sharing on cultural considerations and training needs are regularly shared at the quarterly ICWA Advisory Committee meetings and the individual tribal technical assistance visits. The 9 federally recognized Oregon tribes provide foster parent training specific to the individual cultural considerations and capacity needs.

For adoptive families, administrative rules require that a prospective adoptive family may not get an approved adoption home study until or unless they have completed the mandatory Department approved training curriculum. The Department requires the same curriculum for both DHS families and for families studied by private adoption agencies if the family is adopting children in Department custody. The adoption worker is responsible to track and ensure that their families have completed the required prerequisite training prior to completing their home study. Likewise, during a home study update the adoption worker again verifies in the updated home study that the adoptive family has completed their required annual hours. There are two points of assurance that training is completed before a pre-adoptive family can be selected for a child. First, there is a section in Oregon's home study template where adoption worker verifies the training has been completed. The home study is then approved and signed by the adoption supervisor. The second point is at the time of the adoption committee selection process. Oregon selects adoptive families via a committee process. The selection form includes a section where the committee chair verifies with the adoption worker that the selected family has completed all initial and annual training requirements.

For families studied by private agencies, the process is similar. Adoption workers are required to verify in their home studies that their families have completed both the initial and the annual training requirements and again the committee process becomes a second point of assurance that the selected family has met the training requirements.

### **Private Child Caring Agencies**

The Department requires an array of training requirements for licensed agency staff and foster parents that are required in order to be licensed or to renew a license. Oregon's Private Child Caring Agency Umbrella Rules 413-215-0001 thru 0131 and the more specific Licensing Foster Care Agencies OAR 413-215-0326 outline training requirements. The Department reviews these training records at the time of Licensing and Renewal of a License. The Department does not provide these trainings for the private agencies, nor does that agency keep any aggregate records on requirements met or quality/utility of training curriculum. Also please see Item 26 for additional information on the Private Child Caring Agencies.

Oregon cannot fully assess whether this systemic factor is routinely functioning statewide. Foster and adoptive parent training needs further analysis of whether or how training meets the caregiver need, is the training of sufficient quality or quantity to meet the identified needs, and strategies to meet those needs. The work of the training re-design committee's subcommittee on caregiver training will inform next steps over the next year.

## E. Service Array and Resource Development

### Item 29: Array of Services

How well is the service array and resource development system functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the CFSP?

- Services that assess the strengths and needs of children and families and determine other service needs;
- Services that address the needs of families in addition to individual children in order to create a safe home environment;
- Services that enable children to remain safely with their parents when reasonable; and
- Services that help children in foster and adoptive placements achieve permanency.

Please provide relevant quantitative/qualitative data or information that show:

- The state has all the above-referenced services in each political jurisdiction covered by the CFSP;
- Any gaps in the above-referenced array of services in terms of accessibility of such services across all political jurisdictions covered by the CFSP.

### State Response:

Oregon examined a number of information sources to determine the array of services available in all jurisdictions.

First, Oregon examined the work done locally over the past several years as the state implemented the Strengthening, Preserving and Reunifying Families (SPRF) resources provided to the Department by the Legislature. The table below indicates the service gaps identified and the contracted services paid through SPRF resources, provided in each of the 16 Districts. For a few of the Districts, documented processes for the gaps and needs analysis methodology was not available. During 2014-2015 each District's analysis was approved and Districts contracted for additional services available within their jurisdictions to address the identified needs. This staged implementation process provided local areas with additional resources to prioritize identified gaps through contracted services. It was not possible to fill every gap and need identified therefore, DHS leadership in each district prioritized the services to be contracted. DHS leadership used the needs identified by community partners and staff as indicated below, along with data pertaining to characteristics of families whose children were removed from the home to help them prioritize. DHS also developed a funding allocation formula based on the population of families served by child welfare in the following proportion: 50% of total represents families served with children in the home, 25% represent children in substitute care and 25% represent the child protective services cases assigned and open assessments. The Department also allocated a 5% differential increase in 16 identified counties adjusting to support creating infrastructure to support increased service array in smaller communities, including Clatsop, Tillamook, Lincoln, Curry, Josephine, Sherman, Gilliam, Wheeler, Crook, Jefferson, Lake, Morrow, Union, Wallowa, Grant, and Harney.

DHS leadership revisits the service utilization, non-contracted services available in the community and the data regarding removal characteristics regularly to be responsive to changing gaps and needs of child welfare involved families in the community. As districts implement Differential Response they are again spending time with community partners discussing gaps and needs in the service array as well as any expanded or more creative ways communities can partner with child welfare to support the families in their own communities.

<b>SPRF Service Array</b>			
District	Analysis Methodology	Identified Needs	Contracted Services <sup>1</sup>
1	Focus groups	Affordable/safe housing Family Focused Visitation In-home services DV resource capacity Navigators/family advocates Child care/respite Emergency funding Transportation MH/A&D front end services Mentoring Family sex abuse treatment	Navigators (2) Front end intervention(3) Long term housing Short term housing assistance Parent education and coach
2	Focus groups	Housing and stability Visitation and parenting Family support and community connections Innovative services for specific populations	Short term housing assistance (4) Navigators (4) Parent education, coach (5) Navigators (4) Front end intervention (4)
3	Meeting, surveys	Transitional treatment recovery housing Educational stability support groups	Housing (5) Parent education, coach (2) FSNA (1) (unpaid)

<sup>1</sup> Parenthesis indicated multiple contracts for these services.

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		Family stability services Child care Navigators Relief nursery Parent training	Front end intervention(2) Child care(3) Parent employment-related services
4	Meetings, survey	Navigator Family Pres/Reunif specialist Outreach specialist Family visitation coach Enhanced family visitation facilitator Emergency shelter/housing Parent mentor	Navigators(2) FSNA (6)(unpaid) Front end intervention(6) Visitation support Pos. Support Group & Coach/skillbuilder Mentoring
5	Survey, focus groups	Housing A&D Mental health Parenting Respite/child care navigators	FSNA (unpaid) (7) Housing(4) Front End intervention(5) Parenting(2) Pos. Support Group & Coach/skillbuilder
6	Discussion forums, focus groups, survey	A&D Treatment Transportation Supervised housing Visitation Family find	FSNA (unpaid) Navigators Parent education and coach
7	Meetings, survey	Child safety meeting to prevent placement Visitation/family find Transportation Navigation Child focused services Adult health and dental care A&D treatment and services	Navigators(3) Parenting, family strengthening Parent education/coach Mental health therapy Reconnecting families Front end intervention (2)
8	Focus groups	Stable housing Mental health services	Reconnecting families

Section IV: Assessment of Systemic Factors

		A&D services transportation	Emerg. Housing Intensive Day Tmt. Inpatient A&D Parent education and coach Parent and Family Strengthening
9	Focus groups	Counseling Housing assistance	Front end intervention(3) Mental health therapy
10	Focus groups	Enhanced visitation Parenting Housing stability and support Family Find Parenting Child care transportation	Parent education/coach Visitation support and coaching
11			Navigators Parent educate/coach
12	Community forum, survey	Front end intervention Navigators	Parenting and family strengthening Front end intervention Parent education and coach (2) Short term housing
13		Family support	Child focused family intervention Front end intervention
14	Meeting	Front end intervention Residential treatment Supervised housing Family centered day and outpatient treatment Intensive in home services Visitation Short-term housing Permanency housing	Navigators Front end intervention Parent education and coach transportation



Section IV: Assessment of Systemic Factors

		Family find	
15			Housing Parenting and Family Strengthening Front end intervention Navigators(2)
16	Casey Cmte	Parent mentors Housing Front end family find Day care Enhanced visitation	Short term housing ((4) FSNA (unpaid)(2) Paid (2) Parenting and family strengthening Parent education/coach(3) Navigators

The Department has initiated the analysis of expenditure data for FFY 15. The expenditure data is some indication of how Department resources are being utilized to address child and family needs. One area that is particularly notable is the expenditures for short term housing assistance, transportation costs (for all types of child and family transportation needs), and costs associated with meeting basic family needs such as food, clothing, and safety related items the family needs.

The Department is utilizing these services in all Districts throughout the state. The Department is initiating a thorough and ongoing analysis of resource use, both through in-depth analysis of expenditure data, initiation of performance based contracting, and analysis of the types, duration, and intensity of service provision as these relate to identified child and family needs.

Each District was asked to respond to the service array for each category of service. A review of the responses indicates that Oregon counties utilize identified services for multiple purposes, an indication that consistency in the service provider may lead to improved outcomes for children and families. The data also suggests that most services are available throughout the state, but not to the extent, or at times quality, that meets the identified needs. During the focus group with the parent advisory committee, members reported specifically on the value of Navigator services to engage the family in services. Some parents spoke of the need for providers who understand and address both mental health and addiction issues, as opposed to separate organizations whose eligibility and limitations can sometimes be barriers to engagement.

The addition of state funded resources for children and families demonstrates Oregon's commitment to availability of a broad service array for children and families. Oregon utilizes a broad array of contracted and community providers for service provision. Please see the cumulative state results of the how the state's service array is functioning in the tables below:

<b>Community services to assess strengths and needs of children and families</b>
ESD
Community Action, family needs
Community health nurses
Health care providers
Community mental health
DV women's shelter
Public school nurses and counselors
Worksource Oregon
Voc Rehab
Women's resource Center
Headstart
CARES NW
Relief Nursery
Emergency Shelter programs
Food pantries
Interfaith organizations
Salud for Hispanic families
Home visiting programs
Parenting programs
Public housing
WRAP programs
DD programs
Psychologists
Self sufficiency via TANF, SNAP, Case Mgmt
Advocacy centers

<b>Contracted services to assess strengths and needs of children and families</b>
Navigators
Enhanced meeting facilitation
Transportation to appointments
Therapeutic/supervised visitation
Short term housing
CANS screening/mental health orgs
Psychological evaluations
DV advocate
A&D assessment
Parent mentors
Parent education/ life skills coach
Safety service providers
Day care (Assessment of child development)
ART teams
Anger management
Mental health specialists
Parent mentors
Contracted FSNA providers
Contracted Family Finding services
In home parenting/therapy
Supervised visitation services
IRCO for refugee families

<b>Services to address the needs of families to create a safe home environment</b>	<b>Services than enable children to remain safely home with parents</b>
Mental health providers	Navigators
Substance abuse providers	Counseling
DV grants	CDV advocates and safe housing
Parenting classes	Healthy Start
Housing assistance/housing vouchers	FSNA
Basic needs/food/utilities/clothing 1 time purchases	Parent support
Navigators/case management	First contact partners
ESD for needs of young children	Transportation
Home nurse visiting programs	Basic needs/food/utilities1 time purchases
Self Enhancement Inc	Parenting/in-home parenting
IRCO	Safety service providers
In home visitation	TTRS
Safety service providers	Relief nurseries
DV/batterer intervention/anger mgmt	Mental health providers
Recovery mentors	A&D treatment providers
ART teams	WRAP services
TTRS (Transitional Treatment Recovery Services)	Safe housing
Counseling	Head Start/Early Head Start
WRAP	DD case management services
Relief nurseries	Parent mentors
Head Start	Supported employment and training
Healthy Start	Fathers parenting program
Family mentoring	FIND
Translation and interpretation services	Family skill builders

<b>Services that help children in foster and adoptive placements achieve permanency</b>
Clean and sober housing
NOHA Subsidized housing services
Equine therapy
DD services
Relative support
3-5-7 model services
Individual and family counseling
Targeted Recruitment
Specialized BRS placements
WRAP
ORPARC
AFFEC: respite, mentors
BGAID
Counseling
PRT, Perm and LAS staffings
Specialized services for the child
Family Find
GRACE project
Visitation within 24 hours of removal
Head Start skill building
Specialized transition services
Foster parent training
ILP

Districts reported their service gaps. Please see the summary information below:

Description of gaps in the array of services
Housing
Transportation
Treatment foster care services/specialized services, CSEC, LBGTO, DD
Foster homes
Local prevention services
Child care
Readily available medical/mental health A&D services
More mentor based services
Batterer intervention services
Culturally appropriate services for those who do not speak English or Spanish
Respite care/drop in services
Supervised evening/weekend visitation
DBT
Culturally appropriate mental health services
Sex offender assessment/treatment services

Common service gaps in almost all Districts across the state include safe, stable, affordable long term housing, transportation, foster care and treatment foster care resources. Services to address a specific population for which no culturally appropriate service providers are available in a local county or District were noted in some Districts; conversely some Districts have entered into contracts for culturally and/or linguistically appropriate services.

The Department of Human Services is addressing the housing need with efforts led by Oregon's Self-Sufficiency programs. \$2.9 million will become available to Districts later this year (7/16) to provide additional transportation and housing support. Beginning in 2018, in conjunction with the Housing Authority, 10% of all new construction units built under the Authority will be available for DHS self-sufficiency and child welfare clients.

The Department is undertaking several efforts to address the shortage of foster care and treatment foster care services, including the work underway through the GRACE collaborative agreement, collaborative work with Embrace Oregon, procuring additional treatment and residential care beds through new contracts, the comprehensive BRS redesign effort initiated in fall of 2014 which will result in a request for additional funding for these programs in the 2017-2019 legislative session, and the quality assurance efforts described in Item 25.

Districts were asked about local partnerships. Please see the results in the table below:

How child welfare partners locally
ICWA liaison/regular tribal meetings
Monthly judge/judicial partners meeting
CASA meetings
Monthly MDT
Foster care recruitment events
ELC committees/resource teams
Community Action teams
CCO Advisory Committees
Casey Family meetings
Workforce Investment Board
Contract provider meetings
CSEC Coalition
Juvenile Dept. crossover youth meetings
Triage meetings
Service integration team meetings
Monthly school attendance/education coalition meeting
Local foster parent associations
Local child welfare advisory committees
Monthly management meetings
Local violence prevention coalitions
Local DR advisory committees
Regular meetings with DDAs
Public Safety council
Local Worksource Oregon

Importantly, in stakeholder interviews with parents and youth, stable, affordable housing, transportation, opportunities for meaningful involvement in decision-making and additional visitation were repeated themes in the gaps in the service array. Conversations with the focus groups indicated additional effort for meaningful involvement in case planning and service delivery is important to engage families and youth in the change process. Examples included a desire for ongoing communication on the status of children in care for parents, and conversely the status of parents receiving services for children in care, and more opportunities for involvement in decision-making, additional opportunities for visitation and involvement in each other’s lives (school meetings, medical appointments, sports events, day to day care needs, etc.). In the 2015 foster parent survey 51.6% of all respondents (1,210 total) reported they agree or strongly agree the support services from DHS are designed to assist the child of the children placed in the home. The information from consumers and foster parents in part, reflects some of the information in Items 9, 11, 12 and 13 in the CFSR case review findings. Oregon’s ongoing work in

implementation of engagement strategies through both the DR implementation and the IV-E waiver program will improve appropriate use of the service array.

Oregon has a service array that is routinely functioning statewide, with service gaps as noted here. Oregon is engaged in ongoing analysis of service needs, service delivery, service outcomes, and how these relate to child and family outcomes. The ongoing work in this area will provide Oregon with valuable information on both short-term and long-term effectiveness of the service array, allowing for adjustments as needs change or arise.

### **Item 30: Individualizing Services**

How well is the service array and resource development system functioning statewide to ensure that the services in item 29 can be individualized to meet the unique needs of children and families served by the agency?

Please provide relevant quantitative/qualitative data or information that show whether the services in item 29 are individualized to meet the unique needs of children and families served by the agency.

- Services that are developmentally and/or culturally appropriate (including linguistically competent), responsive to disability and special needs, or accessed through flexible funding are examples of how the unique needs of children and families are met by the agency.

#### **State Response:**

As described in Item 29: Service Array, over the past two biennium the Oregon legislature has made a strong investment in allocating resources to strengthen, preserve and reunify families. Over the course of the past several years child welfare Districts throughout the state have contracted with local providers to increase the service array and fill gaps in the services needed for families and children.

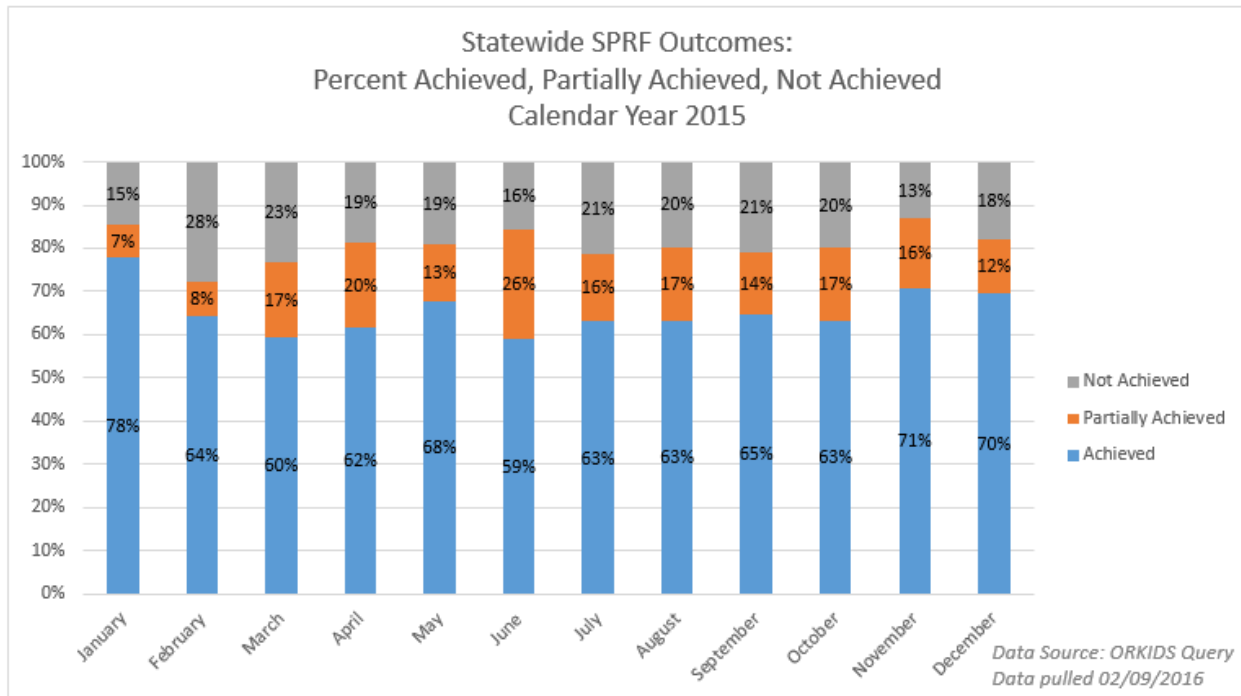
In order to better monitor and evaluate the use of these resources Oregon has elected to proceed with a staged implementation strategy of Performance Based Contracting (PBC) across the different service funding streams within Oregon's Child Welfare system. This has started with a set of defined service categories and types with individualized service outcome standards for defining "Achieved, Partially Achieved, and Not Achieved". The contracted services are opened to a specific case and to specific individuals within the case in OR-Kids based on the individualized needs of the child or adult. As described in the Service Array, because of the flexibility of the contracted service provider, these services are individualized to the child's or family need based on referral reasons and need for services.

PBC is supported by a standardized contract invoicing and validation process that requires providers to submit, a proposed disposition for the service that is validated by the assigned caseworker or supervisor upon submission of the final invoice for that service. After validation occurs, the agreed upon, or agency determined (if consensus cannot be reached with the provider), disposition (Achieved, Partially Achieved, and Not Achieved) is entered into OR-Kids as a service closing reason.

This process is the initial effort to monitor the not only the effectiveness of each service but also services within a case and the ability of service provider to adapt to the presenting needs of the client. The chart below shows the identified outcome measures for each of the service types under the Strengthening, Preserving, and Reunifying Families service category. This is the first step developing a comprehensive PBC structure. Next steps include incorporating PBC into all contracted funding categories, services, and districts and aligning outcome measures with our



practice model where appropriate. PBC data is currently available for 53% of all SPRF services in calendar year 2015. The chart below, reflects a limited set of data describing the service ending reason from OR-Kids and is displayed on a month-end basis. Early indicators demonstrate that services under this model have been “Achieved” at greater than 60% of the time, and “Partially Achieved” at greater than 20% of the time. This process is in the initial years of implementation; additional longitudinal data is needed over time to make determinations on what should be expected sufficient success. Of note, “Not Achieved” could mean a service was not available or provided, as well as the service provision not achieving the desired outcome. Currently, Oregon is approaching the data with a level of caution as it is still new in the implementation and very dependent on adherence to the validation process.



Oregon has an individualized behavior rehabilitation services plan for every child in a contracted BRS (Behavior Rehabilitation Services) substitute care placement. The service plans are reviewed and updated with the child and the service team every 90 days. Additionally, the provider documents a written weekly record in the child’s case file of the specific behavior rehabilitation services provided to the child.

Each contracted provider receives a comprehensive program review every two years. During the review, a selected number of cases are reviewed for compliance with program requirements, including the requirements for documentation of current and complete service plans and service delivery. Over the course of the past several years, there has not been a method for aggregate reporting of full compliance for each of the contract components with the contracted providers. Until recently, aggregate reporting of compliance was tracked 120 days into the corrective action period when programs were expected to be in full compliance. Beginning this year, the Department is tracking full compliance with contract requirements as well as the established timeframe requirements when any given program needs improvement during the program reviews conducted by Compliance Specialists.

For children with identified medical needs and who are eligible to receive personal care services, each child has a written personal care plan which is monitored monthly by the program staff. Care plans are reviewed within the timeframe determined by the contracted nurse who conducts the assessment, but in no case later than within one year. The contracted nurse determines when the child no longer needs the personal care services, or conversely for a child with highly complex medical needs, if services need to increase. The assessments and reassessment of each child is kept in the case record and the department currently has no reporting mechanism for aggregate reporting on this service for the specialized population of children. The Department serves an average of just over 100 children with personal care services each month.

For families receiving a CPS assessment in districts that have implemented Differential Response, an added component called the Family Strengths and Needs Assessment is helping to individualize services based on family and provider identification of strengths and needs. These Family Strengths and Needs Assessments are conducted with families during the CPS assessment, who have been identified as having safe children and also having moderate to high needs. These are families for whom child welfare ordinarily has no further involvement. As families identify their strengths and needs they are then given the option of being connected with informal or formal supports through Child Welfare contracted or non-contracted services which they can then receive with no further child welfare case management.

Oregon asserts that within resources available either through the Department or within the community, Oregon individualizing services to meet child and family needs.

## **F. Agency Responsiveness to the Community**

### **Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR**

How well is the agency responsiveness to the community system functioning statewide to ensure that in implementing the provisions of the CFSP and developing related APSRs, the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP?

Please provide relevant quantitative/qualitative data or information that show that in implementing the provisions of the CFSP and related APSRs, the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP.

#### **State Response:**

The Department uses multiple venues to implement the goals of Oregon's state plan and to engage in ongoing efforts to improve practice and outcomes for children and families.

Input from several advisory groups and workgroups during the course of the development of the CFSP, APSR and this statewide assessment informs Oregon's responses to each of these planning documents. The complete list of participants is located in the 2015-2019 CFSP and the 2015 APSR, and Section 1 of this Assessment. Advisory groups provide input during focus group sessions and provide feedback as these plans and reports are written and reviewed prior to submission.

During the course of preparing the Statewide Assessment, the Parent Advisory Council, the Child Welfare Advisory Council, the Oregon Foster Youth Connection group and the ICWA Advisory Council were consulted for input and feedback.

Additionally, the Department completed a survey of stakeholders December 28, 2015 through January 28, 2016, and a separate survey of foster parents (October 1, 2015 through December, 2015), and statewide input from the agency's 16 Districts on the status of the service array (completed January 29, 2016). For additional information regarding foster parent input, please see Item 33. For additional information on the District survey, please see Item 29.

The stakeholder survey was sent to all contracted providers, advisory groups, and the judges, CASA and CRB through the Juvenile Court Improvement Program. These entities were asked to send to their constituencies, therefore a total number of survey recipients is not available. Oregon

received 306 responses: 41.2% from contracted providers, 40.5% from judges, CRB and CASA members, 10.8% from community partners, 4.9% from advisory group members, and 1.3% each from advocacy organizations and DHS employees outside of child welfare. Unlike the DHS-wide survey posted on the website each spring, this survey was specifically focused on the child welfare program and received over twice the survey results than the broad agency survey (2014 agency-wide survey had 117 respondents.) Because the two surveys had a different audience, the results are not easily comparable.

While over half of all respondents reported agreement or strongly agreement to the following statements, as is noted below, child welfare has received attention for gaps in the system over the course of the past several months that may influence responses:

- Child Welfare demonstrates commitment to providing culturally competent and linguistically appropriate services.
- Child welfare demonstrates commitment to employing a diverse workforce that is representative of the community it serves.
- Child welfare demonstrates its commitment to employing a diverse workforce that is representative of the community it serves.
- Overall, Child Welfare is meeting expectations in terms of your relationship with the organization.
- Child Welfare provides a means for your concerns to be heard.
- Child Welfare is responsive to your consultation and recommendations.
- Child Welfare is protecting children from abuse and neglect and safely maintains children in their homes whenever possible and appropriate.
- Child Welfare is working to ensure children in Oregon involved with Child Welfare have permanency and stability in their living situations.
- Children and families served through Child Welfare are receiving services appropriate to their identified needs.

Responses were evenly disbursed across the spectrum on the following statements:

- The Child Welfare system provides equal access, excellent service and equitable treatment for all children in Oregon.
- Older youth in child welfare's foster care system are involved in youth driven, comprehensive transition planning.

However, the respondents reported disagreement or strong disagreement on the following statements:

- Child Welfare is transparent in its communication. (47.3%)

The last data element is likely influenced, in part, to recent public attention on several child welfare issues related to safety in foster care and which are being addressed through multiple internal and external audits and reviews. (Please see Item 25, Quality Assurance, *Additional*

*Governmental Support for Safety in Foster Care*, for more detailed information on the foster care review processes currently underway.)

Other examples of consultation with stakeholders and employees that have informed the CFSP and APSR include:

- The interagency workgroup that drafted the legislation for Oregon’s 2015 legislative session to implement provisions of the Preventing Sex Trafficking and Strengthening Families Act, and several Rule Advisory committees involving stakeholders, interagency staff, youth and families to implement the legislative changes.
- Child Welfare Governance Committee (CWG) composed of Department staff from throughout the child welfare organization in various job classifications and positions which receives input and provides feedback on Department initiatives and practice improvement efforts. CWG reviewed and provided feedback on the CFSP and ASPR prior to submission, and held two conference calls to review this statewide assessment during the course of its development. The group recommended reviewing services through the equity lens which was incorporated into the Safety outcomes.
- The Lean Leadership effort in which Department staff are led through Rapid Improvement Process mapping sessions to identify gaps, conduct analysis and improve business process flows.
- Foster Care Safety Review Teams in each District that have a standardized process for review and follow up on issues related to foster care providers.
- Ongoing consultation from the Casey Family Foundation regarding Oregon’s work on the safe and equitable reductions of children in foster care. This work recently included sponsorship of a DHS Manager’s Convening (More Informational, Less Intuitional) in December, 2015 regarding in depth examination of Oregon’s practice models of OSM and the use of the SAFE home study, and using data to inform management decisions and practice improvements. The Casey Family Foundation also supports the ongoing work of Safe and Equitable Foster Care Reduction, which is enfolded into the CFSP goals.
- Focus groups with the Parent Advisory Council, ICWA Advisory Council, Oregon Foster Youth Connection and Child Welfare Advisory Committee were conducted in the preparation of this statewide assessment. (See Stakeholder involvement for dates of the meetings.) The ICWA Advisory Council and Child Welfare Advisory Committee were each provided with draft versions of the CFSP and APSR prior to submission and advised on edits and additions to these documents. Feedback was received via email and incorporated in the final Statewide Assessment. One example of this is a comment from a CWAC member noting improvement in the Department’s submission of a completed case plan because the court is routinely asking for the information at court hearings.

- ICWA used the state planning goals during their strategic planning meeting in February, 2016.
- Oregon is currently designing OR-Kids data system changes for specific ICWA information, specific to the ICWA guidelines released in 2015. Some of the specific measures include documentation of the use of an ICWA Qualified Expert Witness, court findings regarding the Department's active efforts, and documentation of level of effort to prevent removal. The design will be completed sometime during 2016.
- Statewide surveys of stakeholders and foster parents were conducted to inform both the APSR and this statewide assessment. Their input was incorporated into several sections of this assessment.
- Child welfare training re-design committee involving management, program and field staff, University employees, trainers, and researchers, and foster parents. The re-design committee's work is incorporated into plans for staff and provider training.
- Statewide input on Oregon's service array through local needs and gaps assessments conducted throughout the state and a District survey identifying the current service array was conducted for this statewide assessment.
- Statewide review of the CFSP, APSR and Statewide Assessment through the workgroups, advisory groups, CWG, and Program Managers throughout the course of the development of each of these products.
- Community and staff participation in design, installation, subcommittee and steering coming work to build the Oregon Differential Response (DR) model, as well as local community involvement in local implementation of DR. The staged implementation of DR has given Oregon a unique opportunity to modify components of the model, tools, training, and procedures as DR is expanding throughout the state with input from staff and stakeholders. Another example of involvement from CWAC specific to DR is the input from CWAC members changed how Oregon makes the offer to the family to have a support person present at the first contact with child welfare and how the change in approach made a positive change in initial family engagement.

In addition to these examples, there are many other targeted consultation and collaboration activities within the various program areas of Child Welfare Design and the multiple initiatives underway, including implementation of Differential Response and the Title IV-E Waiver project. These activities occur at both the state and local level.

On the casework level, Oregon is constrained in caseworker response to families due to the ongoing disparity between staffing needs and funding allocations. Please also refer to Item 25, Quality Assurance and information on the funding level of the Child Welfare workload model.

Oregon releases to the public our CFSR and APSR information once these reports have been approved by ACF. Oregon has a public facing Results Oriented Management (ROM) site where any member of the public can readily access Oregon Data. Oregon also is required to release specific reports to the Legislature, including the Child Welfare Databook, which is also a public document and posted on the Department's website Data and Publications section.

The Department involved stakeholders and community partners in the development of the 2015-2019 CFSP and the 2015 APSR as described above, which further refined the outcomes and target measures for the five statewide goals around safety, permanency, well being, service equity and quality assurance/continuous quality improvement. The current processes outlined here are working and the current Child Welfare review processes currently underway will guide continued involvement of cross system and stakeholder engagement in achieving positive outcomes for children and families touched through child welfare.

Oregon asserts that multiple stakeholders were involved and engaged in the development of the CFSP, APSR and this statewide assessment.

## Item 32: Coordination of CFSP Services With Other Federal Programs

How well is the agency responsiveness to the community system functioning statewide to ensure that the state's services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population?

Please provide relevant quantitative/qualitative data or information that show the state's services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

### State Response:

- The Department created a Family Stability Workgroup to identify family stabilization activities and make recommendations to the Child Welfare and Self Sufficiency governance groups that focus on services for clients at risk of or involved with Child Welfare. In Oregon, on average, 36% of families involved with Child Welfare have been on TANF within the past 60 days, however for Child Welfare in-home cases families who receive TANF is roughly 30%. The Family Stability Workgroup's overall goal is to increase stabilization of all families receiving TANF services in order to aid in the prevention and intervention of child abuse and neglect and reduce the number of children entering foster care.

The Family Stability Workgroup developed a valuable staff tool that provides a detailed "how to guide" to support the Child Welfare and Self Sufficiency case worker on collaboration throughout the life of a case regardless of where it begins. Training and tools specifically provide guidance on how and when to share information with each part of our organization to ensure safety of the child and that parents receive the necessary, unduplicated services to either prevent removal of the child or expedite a return home.

Some of the services Child Welfare clients may be able to access from Self Sufficiency through the collaboration between agencies are: Temporary Assistance for Domestic Violence Survivors; Out Stationed Domestic Violence Advocates; Intimate Partner Violence; Pregnancy Domestic Violence Advocates; and Intensive Care Consultants; and Family Support and Connections.

- Medicaid – Title XIX:
  - The Department has an interface with the Oregon Health Authority's (OHA), Oregon's Title XIX agency, Medicaid Management Information System (MMIS). This is a real time interface from Oregon's SACWIS system to the MMIS for medical eligibility determinations of children placed in the Department's custody or children with Oregon Adoption Assistance or Guardianship Assistance agreements.
  - The Department provides an expedited enrollment process for children being placed in an Oregon foster care home or a pre-adoptive home from another state. The Department is able to enroll all children who are relocated to Oregon through the Interstate Compact for Placement of Children or the Interstate Compact on Adoption and Medical Assistance program instead of requiring the foster or adoptive parent to go to the local Self Sufficiency office to apply and undergo the eligibility determination waiting period. This process ensures the child has access to necessary medical, dental and mental health care services earlier. The OHA



- provided the Department with two staff people who are able to process the Medicaid determination directly into the automated system. This process provides a single point of contact for any state who have any Medical questions for any of their children placed in an Oregon foster or adoptive home. The Department has on average 1,850 children placed in Oregon foster or adoptive homes where this expedited process has ensured they obtain timely medical services.
- All children determined eligible for Medicaid are enrolled in Coordinated Care Organizations (CCO). A CCO is a network of all types of health care providers (physical health care, addictions and mental health care and sometimes dental care providers) who have agreed to work together in their local communities to serve people who receive Oregon Medicaid coverage. The CCO is notified when a foster care child has been enrolled in their plan to ensure medical, dental and mental health assessments are completed within specified time frames (60 days from the date the CCO is notified of the foster care child's enrollment in their plan).
  - The Oregon Title IV-D Agency, Division of Child Support (DCS) assists the Department to locate missing parents and establishing paternity for children in foster care. The data currently produced today by DCS includes the whole universe and DCS is unable to extrapolate the data where Child Welfare is involved. The Department does not have a methodology for tracking this information. Oregon's SACWIS system has an interface for the Title IV-E eligible population with the DCS. The interface allows the Department and DCS the ability to identify if child support payments are being accurately assigned to the appropriate party, supporting child well-being. The interface allows the Department to provide notification to DCS when the child is returned home, to ensure the timely assignment of child support payments to the appropriate parent, which supports the reunification plan.
  - Title IV-E Inter-Governmental Agreements:
    - The Department has an approved title IV-E inter-governmental agreement with six of the nine federally recognized Tribes in Oregon that permits pass-through title IV-E administrative funding for children in the custody of the Tribes. The Department provides the general fund match for any title IV-E maintenance reimbursement for any child found to be eligible for Title IV-E. This is accomplished by having the placement and licensed provider information into Oregon's SACWIS system and allowing the system to make the payment and title IV-E financial reimbursement. The Department reviews every case to complete the title IV-E eligibility determination. The title IV-E eligibility is determined in Oregon's SACWIS system to ensure AFCARS data is transmitted semi-annually to the Children's Bureau for the population of title IV-E eligible youth. The Department have dedicated staff to provide training, technical assistance, quality assurance and eligibility determinations for all of the Tribes. The three remaining Tribes have been offered the opportunity to have a title IV-E inter-governmental agreement and they have declined due to the size of Tribe and not having the administrative resources to implement a title IV-E foster care program. The average daily population of title IV-E eligible children for the Tribes is 87.

It is difficult to determine if the Title IV-E agreements have created measurable outcomes due to turnover in Tribal staff. Two of the Oregon Tribes have had stable leadership of their Child Welfare programs and the additional funding the tribe receives from Title IV-E has allowed the tribe to use the tribal funds (no longer spent on foster care) on preventive services. The two tribes have seen a reduction in the

number of children brought into Tribal custody.

- The Department has an approved title IV-E inter-governmental agreement with seven county Juvenile Departments (JD) and the Oregon Youth Authority (OYA) that permits pass-through of title IV-E funding for youth who meet all title IV-E eligibility requirements and are placed in a title IV-E eligible licensed home or facility. The Department reviews every case to ensure accurate eligibility determinations. The title IV-E eligibility is determined in Oregon's SACWIS system to ensure AFCARS data is transmitted semi-annually to the Children's Bureau for the population of title IV-E eligible youth. All of the county JD's have contracted with an outside contractor to assist with training and quality assurance of their entire title IV-E program. The Department provides oversight, technical assistance and training directly to the county JD's and as well as the outside contractor. The OYA does not have an outside contractor therefore, the Department provides training, technical assistance, eligibility determinations and quality assurance directly to the OYA. These agreements are new and the Department does not yet know the average daily population title IV-E eligible youth.

It is too early to determine any outcomes these Title IV-E agreements for Juvenile Departments and OYA may produce.

- The Department and Oregon Department of Education (ODE) are working together to improve education outcomes for children in foster care. The Department and ODE completed a federal grant from the Children's Bureau in 2015, but have decided to continue the work together without additional funding. The Department has created a full time position devoted to the spectrum of education issues that affect children experiencing foster care. ODE has designated a portion of a position to duties to working with this same population. As a result of the grant, the Department and ODE are partnering on the following activities:
  - Co-case consultation on cases being referred from Child Welfare and School District staff.
  - Co-training School District administrative staff, principals, and school counselors at various education conferences held throughout the year.
  - ODE Child Nutrition grant to enhance their information system to automatically qualify children in foster care for Free and Reduced Lunch.
  - Developing a shared cost transportation agreement.
  - Continuing to enhance information systems to create future data sharing between the two agencies.
  - Joint legal interpretations of federal and state laws relating to education of children in foster care, for consistent application.
  - Communication and coordination between ODE long term care and treatment team and DHS Well-Being team regarding education in residential treatment facilities.

During the grant the Department found that the education data was not being input into the correct fields, therefore the Department is unable to pull quality data for analysis and to report any improvements. The Department is working with Child Welfare field offices to improve accurate and timely input of education information. The current percentage of cases with education information is reported in Item 19. The Department will be able to continue to measure whether or not the technical assistance and training methodology being used to improve education data entry is successful. Unfortunately, the department and ODE

are unable to interface information between systems because other than the child's name there is no common identification number for the child. The department has requested a change to OR-Kids that will allow for the Department to capture the child's unique State Student Identification number (SSID) which will support the ability to design an interface between the ODE system and OR-Kids.

## G. Foster and Adoptive Parent Licensing, Recruitment, and Retention

### Item 33: Standards Applied Equally

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds?

Please provide relevant quantitative/qualitative data or information that show the state's standards are applied equally to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds.

#### State Response:

Oregon differentiates certified foster families into two distinct categories, both of whom are required to meet the same certification requirements and expectations. The certification requirements to which these families are measured are outlined in the Department's administrative rules ([OAR 413-200-0270-0298](#) and [413-200-0301-0396](#)). No person operates a home under these rules without a certificate of approval from the Department.

- General foster homes: a non-relative family who comes forward to care for any child which they can serve through their knowledge, skills and abilities.
- Child specific certification foster homes: a relative or individual known to the child who requires a foster care setting and the caregiver can meet the state certification standards and has the knowledge, skills and abilities to care for the identified child. These families are not on a general foster home referral list but provide care for the child or children known to the family.

A point in time total of Department certified foster homes in both categories is reflected in the chart below.

Sept. 30,	General	Child Specific	Total
2013	2349	1880	4229
2014	2079	1927	4006
2015	1889	1958	3847

As discussed more thoroughly in *Item 35: Diligent recruitment of Foster and Adoptive Homes* Oregon has been experiencing a significant decrease in the regularly certified foster homes while the Special Certified homes have increased over the past 3 years.

- Decrease of 20% of general foster homes between 2013 and 2015.
- Increase of 4% of child specific foster homes between 2013 and 2015

The Department has continued to focus on a reduction of children in foster care and if children do come into care then the Department seeks out relative care and foster placements with known individuals.

Oregon utilizes Structured Analysis Family Evaluation (SAFE) homestudy model provided by the Consortium for Children. This homestudy model and process is the same for Regular and Special foster homes certified by the Department.

The Consortium for Children, an outside agency, completed a Quality Assurance (QA) Review of Oregon S.A.F.E. home studies for DHS during May – July 2015. These studies included related and non-relative foster families. Among the key findings:

- 71% of the studies identified all issues and concerns accurately
- 76% of the studies reflected the practitioners were utilizing the rating guide correctly
- 90% of the studies were not mitigating the identified issues thoroughly, indicating that although the family reported history or circumstances that required further analysis, during the certification process there was not further, documented analysis that despite the family history or circumstances, the family is an appropriate candidate for certification.

What the Department can also infer from this review is that 29% of the studies had not identified issues and concerns accurately, or did not mitigate them through analysis, 24% of the studies were not using the rating guide correct, and likely most important, only 10% of the studies thoroughly mitigated issues in the family.

As a result the Department utilized Consortium for Children to provide updated training for all certification and adoption staff who implement the SAFE model as well as their supervisors with a primary focus on Managing Mitigation during the S.A.F.E homestudy process. Supervisors had an additional training on Supervising to Mitigation. All certification and certification supervisors received the additional training in the fall of 2015 through January, 2016.

The Department has developed a SAFE Quality Assurance tool to provide ongoing qualitative evaluation of fidelity to the SAFE homestudy model. The quality assurance reviews are commencing spring of 2016 and will be administered statewide.

### **Child Welfare Facility Licensing**

The Department's Office of Licensing and Regulatory Oversight (OLRO) is the entity who manages the Private Child Caring Agencies in Oregon. The management of these programs is set out through Oregon Administrative Rules with the most recent update October 17, 2008. The Department is currently planning a significant rule revision based on some pending statute changes that will occur in the Spring 2016. As with Department certified homes, the private licensed child caring agency must certify the home under the standards set forth in administrative rules prior to placing a child.

- A *private child-caring agency* (defined in OAR 413-215-0006) that uses care in the homes of provider parents or foster parents as a placement option must be licensed in accordance with and comply with OAR 413-215-0001 to 413-215-0131 and OAR 413-215-0301 to 413-215-0396.

As of December, 2015 Child welfare has contracts with 13 Private Licensed Foster Care Agencies in Oregon. Of those 1 ended their service in the previous 12 months. Of these agencies Child Welfare contracts with 10 of these identified programs for higher level of care.

Several providers, during the regularly scheduled provider meetings, have discussed with the Department the same challenges with recruiting and retaining foster families in the community. Most often the reason stated is the lack of funding to support these placements. Please refer to Item 25 for additional description of quality assurance efforts currently underway in Oregon related to the quality of care and safety of children in the licensed private child caring agencies.

Oregon does not have in place system coordination to assert standards are applied equally at this time.

Over the course of the last year, and due in part to the closure of a provider agency in the Portland area, there are systems, procedural, communication, and organizational gaps in application of standards for Oregon's providers. The legislation passed in the 2016 legislative session will address some of these issues with more robust requirements for the administrative rules for licensing and oversight of the private agencies.

Additional oversight is also supported by the newly established Governor's Child Foster Care Advisory Commission to advise Governor and Director of Human Services regarding foster care system in this state and the multiple efforts to improve quality assurance as detailed in Item 25.

### **Item 34: Requirements for Criminal Background Checks**

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning statewide to ensure that the state complies with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements, and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children?

Please provide relevant quantitative/qualitative data or information that show the state is complying with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.

#### **State Response:**

Oregon Department of Human Services (DHS) has a dedicated Background Check Unit (BCU) that complete all criminal background clearance checks for all Oregon foster and adoptive families. The BCU complete the fitness determination for foster and adoptive families who are approved or certified by licensed private child-caring agencies. However for all foster or adoptive resources who apply to be a foster or adoptive care resource with the Department, the BCU provides the Department with the results of the criminal background checks (including NCID/FBI fingerprint checks) only. The Department completes their own child abuse background checks and uses the criminal background information provided by BCU to complete the fitness determination on the prospective foster or adoptive home.

Oregon participated in a title IV-E foster care eligibility review during the week of July 14, 2014. This review encompassed a sample of Oregon's foster care cases that received a title IV-E maintenance payment for the six-month period under review (PUR) of October 1, 2013 – March 31, 2014. The foster care provider's file was examined to ensure the foster family home or child care institution where the child was placed during the PUR was fully licensed or approved and that safety requirements were appropriately documented. This review found that 74 of the 80 cases met eligibility requirements and were deemed non-error cases for the PUR.

The reviewers found that the safety requirements were being completed prior to full certification. They noted the completion of the safety requirements was an area of strength. Specifically, Oregon's Criminal Background Check form (DHS - 1011-F) clearly documents the completion of FBI fingerprint-based checks, state and local checks, and child abuse and neglect registries checks to ensure compliance with Section 471(a)(20) of the Social Security Act. Decisions about findings were well documented online in ORKIDS as well as in the licensing file. Also noted use of the Criminal History Exception Request form (DHS 1011-D) to document any approved exceptions to criminal background check findings. With two exceptions, Oregon demonstrated that its processes for ensuring that

foster home provider fingerprint-based checks of the National Crime Information Database are sound. Oregon is currently designing changes in the OR-Kids database that will consistently track the volume and nature of criminal history exceptions. The anticipated date of implementation is July, 2016.

However, six cases did not meet eligibility requirements and were deemed error cases. Four of the six error cases were due to title IV-E maintenance being claimed for a foster home that had an expedited certificate and, therefore, was not fully licensed. Under the state's policy, an expedited certificate is one that does not meet all of the state's requirements for full licensure. There is not a reliable source for eligibility staff to determine the current status of a foster family home's licensing certificate. The paper copy of a certificate does not indicate whether or not the home's certificate of licensure is "expedited" or regular. As this review was conducted utilizing electronic records in OR-Kids, reviewers could clearly identify if a home's certificate was general or expedited. The "date range" field in OR-Kids is where the certifier indicates an "expedited" or "general" certificate. Reviewers noted for several cases in the sample this critical field was left blank. The OR-Kids system allows a supervisor to approve the certificate even if this field has been left blank. This lack of reliable documentation can pose problems for Oregon in determining the ongoing eligibility status of a child. The errors are due to some system deficiencies not because the criminal background clearance checks are not being completed prior to full certification (as mentioned above).

Because Oregon had six error cases they were found not to be in substantial compliance with the title IV-E foster care requirements, therefore Oregon had to implement a Program Improvement Plan (PIP) to correct program deficiencies. There are two significant actions Oregon will be implementing in 2016 to ensure Oregon is completing criminal background clearance checks and has in place a case planning process to address the safety of foster care and adoptive placements for children:

1. Changes to OR-Kids:

The Department has designed a new page on the Provider Record that will capture when all the required background checks have been completed and approved. The page will have two sections:

- a. Law Enforcement Checks, which includes both local law enforcement criminal background checks and the NCID/FBI fingerprint criminal background checks; and
- b. Child Welfare History Checks.

The Department is redesigning the actual Certification document to designate whether the certification is a provisional or full certification of the home.



The changes will also include an enhancement to some of the system edits that will prevent a temporary certificate from being created prior to the local law enforcement criminal background check and the Child Welfare history checks are completed, as well as preventing the ability to change the temporary certificate to a full certificate prior to the NCID/FBI fingerprint background checks are completed.

2. SAFE Home Study Quality Assurance Tool:

The Department will be implementing the use of this SAFE Home Study Quality Assurance tool in 2016. A total of 60 reviews will be completed each year, which is equates to 15 each quarter. The review team will consist of one Foster Care Coordinator or Adoption Placement Specialist and case worker or supervisor from the field. A database has been created to capture the results from the tool, which will provide qualitative data on not only criminal background clearance checks are completed accurately, but even more importantly the reviews will provide information to the Department on how well the certifier followed the requirements of the SAFE Home Study.

In addition to the SAFE Home Study Quality Assurance review, the changes to OR-Kids (as described above) will allow the Department to create and monitor quantitative data on criminal background clearance check information.

As part of the PIP, the Interstate Compact on the Placement of Children (ICPC) unit has implemented practice changes to ensure that Oregon receives documentation that all required criminal background clearances have been completed for prospective foster and adoptive placements in another state. The ICPC unit uses a tracking sheet for all outgoing placement requests, and that checklist now includes criminal background clearance information from the other state.

The changes to the OR-Kids system described above, will require the criminal background clearance check information be input into OR-Kids regardless who completes the licensing or certification of foster or adoptive homes, where children in DHS custody may be placed. This will include private licensing agencies, homes certified by Tribes and homes licensed by other states. Capturing this data in OR-Kids on all foster or adoptive homes will provide the Department with quantitative data that can be used with the qualitative data that will be provided from the SAFE Home Study quality assurance reviews to truly inform the Department on the timely and accurate completion of criminal background clearance checks.

Oregon is challenged to consistently match a child's needs in foster care to the appropriate substitute caregiver. There is an urgent need for more general foster homes as has been described in Item 35. Safety in foster care is a well-documented issue as well in Oregon, and the efforts underway to address this issue. The recent training of all casework staff in confirming safe environments is a primary example of Department efforts to improve safety in foster care. However, additional efforts are detailed throughout this assessment and summarized in Item 25, Quality Assurance.

Ensuring safety in adoptive homes is more readily accomplished through the adoption selection and placement matching policies in place for adoptive children. Please see more information in Item 35 regarding efforts underway to appropriately match an adoptive child with a family whose knowledge and skills can address the child's needs.

### Item 35: Diligent Recruitment of Foster and Adoptive Homes

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide?

Please provide relevant quantitative/qualitative data or information that show the state’s process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide.

#### State Response:

Oregon maintains a three strategy approach to recruitment of foster and adoptive families in Oregon: General, Targeted and Child Specific recruitment. The basic efforts in Oregon are for generalized and targeted recruitment efforts. The vast majority of recruitment activities and success is reflected in Child Specific recruitment in the foster care program and subsequently in the adoption program. Child Specific is mostly focused on seeking out relatives and families who are known to the child to minimize stranger foster care.

A Regular Certified foster home is a family who has come forward to foster children who are in need of care. Most often these families with the assistance of the Department certifier identify the characteristics of children (age, gender, or special needs) for whom the family is best suited to provide care.

A Child Specific certification is more often a relative or family who has previously known the child needing care who becomes certified to care for that individual child or sibling group. These families who come forward are matched to the children needing care because of prior relationship with the family or child as well as the knowledge of the child’s needs.

Oregon has continued to see a decline in the regularly certified foster homes over the last 3 years, a decline more dramatic than the decline in children entering foster care. Please see additional information in Item 28 for foster parents reports of needing additional support to provide care, which has a likely impact on retention of foster homes. There has been a growing concern in Oregon as to the depletion of certified homes. Interestingly it mirrors the same challenge that private licensed foster care agencies in Oregon are experiencing. It is becoming more challenging to recruit and retain foster families for children.

FFY	Regular	Net +/-	Special	Net +/-	Total	Net +/-
2015	1889	-190	1958	+31	3847	- 159
2014	2079	-270	1927	+47	4006	- 223
2013	2349		1880		4229	

\*In 2010 the overall number of certified foster homes on 9/30/2010 was 4673. This is indicative of the ongoing decline in the number of certified regular foster homes available to children needing

care and speaks to the need for strategic and focused efforts to develop effective recruitment plans.

The Department has been fortunate to have a Federal Children's Bureau cooperative agreement for diligent recruitment called *GRACE: Growing Resources and Alliance through Collaborative Efforts*. The GRACE program is focused in 5 Districts and is intended to develop a Practice Model for Recruitment and Retention of families focused on Customer Service.

Over the federal fiscal years of 2014 & 2015 these GRACE districts are measuring the entrants and exits of newly certified families. While some families become certified within the year they may also exit during the year. There is not currently a summary report that can reliably report all the data. The GRACE team is analyzing the churn rate within the districts to better understand staff workload, retention rates, recruitment needs, and support needs for newly certified homes. Updated information will be available in the next annual report.

During the month of December 2015 the Department brought together all Child Welfare Program Managers and District Managers in the Manager's Convening to discuss a number of issues pertaining to practice models as well as a Data Analytic sessions on various topics. One topic that was discussed in detail was recruitment and retention of foster families and the challenge for each District to begin utilizing the data to better understand what is occurring in their individual districts.

While some districts are better supported with data and data analytics the Department is moving toward a more thorough process in using data and moving into locally developed and implemented recruitment plans for each District in the state. The state office supports local efforts, but does not have a statewide recruitment plan at this time.

In the recent weeks during the development of this state self-assessment five districts were asked for feedback on their analysis of local impact on recruitment. Some feedback included;

1. Increased Out-of-Home-Care Assessments oversight resulting in closing homes. There is a residual impact on other families who are either friends or become concerned about their own future and end fostering due to the perception of increased risk of an out of home care assessment.
2. Fatigue; the children entering care are challenging and require specific skills and support to meet the child's needs.
3. Improvement in the economy has people going back into the workforce.
4. Staff not available in local offices to respond to phone calls and questions when assigned to other casework functions within the branch.
5. Primary focus is child specific certification.

While these statements are not verified it does provide an interesting approach to finding out if indeed these assumptions are true and how the Department may attempt to mitigate these issues. There are some statements which mirror responses in the Foster Parent surveys over the last 18 months.

1. When I interact with the agency, I am treated with dignity, respect, and trust.								
	Fall 2014		Spring 2015		Fall 2015		Combined	
Strongly disagree	39	11.1%	35	6.3%	92	7.6%	166	7.8%
Disagree	33	9.4%	56	10.1%	122	10.1%	211	10.0%
Neither agree or disagree	18	5.1%	65	11.7%	132	10.9%	215	10.2%
Agree	109	31.1%	198	35.6%	484	40.0%	791	37.4%
Strongly agree	151	43.0%	199	35.8%	365	30.2%	715	33.8%
No Answer	1	0.3%	3	0.5%	15	1.2%	19	0.9%
<b>Total Responses</b>	<b>351</b>	<b>100.0%</b>	<b>556</b>	<b>100.0%</b>	<b>1210</b>	<b>100.0%</b>	<b>2117</b>	<b>100.0%</b>

- When I interact with the agency, I am treated with dignity, respect, and trust.
  - Combined average 71.2% Agree or Strongly Agree with this statement.
  - This is better understood when reviewing the change over 18 months:
    - Fall 2014 the rate for Strongly Agreed was 43%
    - Spring 2015 the rate for Strongly Agreed was 35.8%
    - Fall 2015 the rate for Strongly Agreed was 30.2%.

2. The agency shows respect for my family values and routines.								
	Fall 2014		Spring 2015		Fall 2015		Combined	
Strongly disagree	34	9.7%	31	5.6%	90	7.4%	155	7.3%
Disagree	32	9.1%	50	9.0%	134	11.1%	216	10.2%
Neither agree or disagree	28	8.0%	62	11.2%	133	11.0%	223	10.5%
Agree	109	31.1%	211	37.9%	433	35.8%	753	35.6%
Strongly agree	145	41.3%	198	35.6%	347	28.7%	690	32.6%
No Answer	3	0.9%	4	0.7%	73	6.0%	80	3.8%
<b>Total Responses</b>	<b>351</b>	<b>100.0%</b>	<b>556</b>	<b>100.0%</b>	<b>1210</b>	<b>100.0%</b>	<b>2117</b>	<b>100.0%</b>

- The agency shows respect for my family values and routines.
  - Combined average 68.2% Agree or Strongly Agree with this statement.
  - This is better understood when reviewing the change over 18 months:
    - Fall 2014 the rate for Strongly Agreed was 41.3% followed by
    - Spring 2015 the rate for Strongly Agreed was 35.6% and
    - Fall 2015 the rate for Strongly Agreed was 28.7%.

The Department has limited capacity to match the child ethnic and racial make-up with the fostering caregiver ethnic and racial make-up for children without relatives or friends known to the family who can be readily certified due to the reduction in the general foster care population noted above.

An additional barrier is the need for additional staff training on how best to use the system's search functionality and in understanding and using OR-Kids reports.

At this time the Department does not have a specific ethnic or racial recruitment nor retention strategy for general applicant foster homes.

**FFY 2015 Race Comparison: Oregon Children to Children  
Served in Foster Care**

Race	% of Oregon's children*	% of children served in foster care
Black or African American	3.4%	6.6%
Asian/Pac Islander	5.3%	1.0%
White	67.9%	70.1%
Hispanic (any race)	21.8%	15.7%
American Indian or Alaska Native	1.6%	5.3%
Unable to Determine	n/a	1.3%

\*\*\*Population data is always a year behind. Population data is from Puzanchera, C., Sladky, A. and Kang, W. (2015). "Easy Access to Juvenile Populations: 1990-2014." Online. Available: <http://www.ojjdp.gov/ojstatbb/ezapop/>.

**Children Served in Foster Care, by Race  
FFY 2013, FFY 2014 and FFY2015**

Race	FFY2013	FFY2014	FFY2015
Black or African American	7.0%	6.7%	6.6%
Asian/Pac Islander	1.2%	1.2%	1.0%
White	68.6%	69.7%	70.1%
Hispanic (any race)	16.4%	16.2%	15.7%
American Indian or Alaska Native	4.5%	5.6%	5.3%
Unable to Determine	2.2%	0.6%	1.3%

The families who are caring for the children:

Race	Percentage of Fostering Population
American Indian/Alaska Native	1.4%
Asian	> 1%
Black/African American	5%
Caucasian	72%
Hispanic	5%
Native Hawaiian/Pacific Islander	>1%
Unknown/Denied	16%

ORKIDS Reports: [FC-1004-D Home Provider Current Status Detail](#)

Run Date: February 19, 2016

**Permanency**

The data tables below indicate the number and percentage by race/ethnicity of total legal adoptions and guardianships in FFY 2015.

**FFY 2015 Children with Finalized Adoptions, by Race**

<b>Race/Ethnicity</b>	<b>Number</b>	<b>Percent</b>
Black or African American	40	4.9%
Asian/Pac Islander	14	1.7%
White	625	76.8%
Hispanic (any race)	119	14.6%
American Indian or Alaska Native	16	2.0%
Unable to Determine	0	0.0%
<b>Total</b>	<b>814</b>	<b>100.0%</b>

**FFY 2015 Race of Children Exiting to Guardianship**

<b>Race/Ethnicity</b>	<b>Number</b>	<b>Percent</b>
Black or African American	19	5.8%
Asian/Pac Islander	8	2.4%
White	212	64.6%
Hispanic (any race)	46	14.0%
American Indian or Alaskan Native	41	12.5%
Unable to Determine	2	0.6%
<b>Total</b>	<b>328</b>	<b>100.0%</b>

Oregon does not have a program wide general recruitment strategy for adoptive applicants primarily because that has not been the identified need for the state. On average, 75% of the children adopted in Oregon are adopted by their relatives or foster parents. Field adoption workers prioritize adoptive home studies for relatives and foster parents, then complete home studies for general applicants as requests come in and as time allows. In addition, 12 Oregon private adoption agencies with contracts with DHS complete general applicant home studies. For DHS-studied families only, there are generally 140 studied and waiting families at any point in time. (The number for privately studied families is unknown).

Oregon recruits for approximately 60-70 children or sibling groups at any given time resulting in at least twice the number of waiting adoptive families than there are children or sibling groups needing families. Therefore, Oregon has put its resources in child specific recruitment for those children and sibling groups who we know from the outset will be harder to place, who have not been matched with an already waiting family, or for whom general recruitment websites have not been successful. Oregon funds three child specific recruiters and The Dave Thomas Foundation funds an additional four through a grant. Each recruiter carries about 12 cases at a time. Because these recruitment activities are child specific, a child's ethnic and racial diversity needs are taken into consideration in each child's individualized recruitment plan. The effectiveness of the recruitment plans are measured by the number of children who receive their permanent family. And while a child's ethnic and racial diversity needs are taken into consideration in each child's

recruitment plan, matching considerations are based on all the needs of the individual child including cultural considerations but also safety, wellbeing and permanency.

One hundred and three children were referred for child specific recruitment services in the 2015 calendar year. Of those children, almost 50% have transitioned or are transitioning to permanent families (47 adoption and 4 guardianships). Eleven children were withdrawn from the service and 41 cases are still active. Although the demographics of the referrals and placements have not been tracked, it is known that these children represent Oregon's hardest to place population; large sibling groups, teens, and children with significant special needs.

In addition to child specific recruitment services for harder to place children, all children who are involved in adoption planning are placed on Oregon's adoption exchange website which is a password protected sight available for waiting families to view child bulletins. Children for whom we know recruitment will be more difficult or children on the Oregon website who have not had a successful match, can be featured on a public website through a contract with Northwest Adoption Exchange. In addition, Oregon has three nationally recognized Heart Galleries, and had two Wednesday's Child news programs; (one contract was recently discontinued). While these services are primarily for matching purposes, they also serve as a marketing resource to highlight the need for adoptive families in Oregon. For all children on Oregon's adoption exchange, meaning they are receiving general recruitment services, the median number of days before a match is made with a family is 127.

Overall Oregon recognizes the need for improvement in this area and is currently developing strategies for recruitment and retention of foster homes.



## **Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements**

How well is the foster and adoptive parent licensing, recruitment, and retention system functioning to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide?

Please provide relevant quantitative/qualitative data or information that show the state's process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

Please include quantitative data that specify what percentage of all home studies received from another state to facilitate a permanent foster or adoptive care placement is completed within 60 days.

Training on the Interstate Compact on the Placement of Children (ICPC) is offered to field staff on a quarterly basis, and the training includes a reminder that living in another state is not a barrier for relatives to be considered for placement. The ICPC process generally functions well in Oregon; ICPC staff in Central Office consistently receive feedback from Oregon staff and from community partners, praising them for being helpful and responsive. The Oregon ICPC office also has a good reputation with other states; Oregon ICPC staff have developed solid working relationships with counterparts in other states, and those relationships allow for better collaboration to achieve placement decisions and to support permanency and safety for children.

The ICPC unit in Central Office always has at least one ICPC Administrator available during business hours to assist field staff with any questions regarding placement in another state. The ICPC unit does function with a skeleton staff, so if there is a vacancy or one of the Administrators is out for an extended period of time, the unit quickly falls behind on keeping caught up with processing new ICPC requests, placement decisions, notifications of placement, and supervision reports.

In 2010, Oregon DHS entered into a Border Agreement with Washington Department of Health and Social Services in order to effect more timely and efficient interstate placements. This Agreement established an expedited process to assess the safety and suitability of prospective caregivers who have an existing relationship with the child but live across the state border.

The initial Agreement covered the areas around the Portland Metropolitan area, specifically Clark and Cowlitz counties on the Washington side and Clackamas, Multnomah and Washington counties on the Oregon side. In 2014, an updated Agreement was signed which covers counties all along the border. The expansion is being implemented in stages. Thus far, Benton, Columbia, Franklin, and Walla Walla have been added on the Washington side, and Morrow and Umatilla counties have been added on the Oregon side. Oregon and Washington are in discussion about expanding implementation all the way to the west coast.

For 2015, Washington sent 10 requests to Oregon, of which one was approved and the child was placed. For the same year, Oregon sent 18 requests to Washington, 8 of which were

approved and children/sibling groups were placed in all eight of the approved homes. The Border Agreement allows each state to submit up to 75 requests per year, so it is apparent that this option is not being used nearly as often as was expected. It is not clear whether this is due to lack of need, lack of cases which fit the specific criteria, or lack of awareness in the field. Training was provided to local offices both in Washington and in Oregon in January 2015 prior to implementation of the eastward expansion, but despite that, there has not been the demand which was anticipated.

Oregon is in discussion with Idaho about the potential of implementing a Border Agreement similar to what we have with Washington.

Oregon currently has no efficient means of tracking quantitative data regarding what percentage of home studies received from another state is completed within 60 days. Any such tracking would have to be done on a manual basis, and it is too onerous and time-consuming for it to be feasible due to limited staffing resources in the ICPC unit. While some of the elements (such as receiving state, date request sent, date home study received) are entered into Oregon's Child Welfare Information System (OR-Kids), there are a number of challenges which impede the gathering of reliable data from the system.

One option for improvement in data collection for this item is for Oregon to join the National Electronic Interstate Compact Enterprise (NEICE), the electronic data exchange system developed for ICPC processing between states. The NEICE will allow tracking of home study request and completion dates. Oregon has engaged in some preliminary internal discussions about joining NEICE, and it is hoped that Oregon will proceed within the next year.

Oregon processed the following number of outgoing requests for home studies:

10/1/2013 to 9/30/2014	10/1/2014 to 9/30/2015
780	678

With regard to incoming requests, Oregon has a specialized unit of ICPC workers who complete home studies. These workers are out-stationed in various offices around the state, and each covers home studies for a particular region. In rare instances, the ICPC unit works with local branches to complete overflow home studies when ICPC workers are on leave for an extended time period or when workload exceeds capacity.

The temporary addition of 2 FTE in the spring of 2014 contributed to a sizable improvement in Oregon's timeliness rates, however those 2 FTE's have not been renewed and the number of ICPC home study workers has decreased by attrition since October 2015. It is not yet known to what degree that staff reduction will impact Oregon's ability to meet the deadlines. The ICPC workers are committed to and held accountable for meeting the 60 day deadlines, so it may be that in practice Oregon will see more preliminary reports and a longer completion time for the full home study and foster certification. If indeed the completion takes longer, further analysis will be required to determine whether that is a result of reduced staffing or whether it is related to the increased supervisor review times as fidelity to the SAFE model is strengthened.

Incoming ICPC home study requests (other than parent placements):

	10/1/2013 to 9/30/2014		10/1/2014 to 9/30/2015	
	Number	%	Number	%
Timely ( $\leq$ 60 days)	204	67.3	245	78.3
Late ( $>$ 60 days)	99	32.7	68	21.7
Total	303	100.00	313	100.00

In order to improve assessment of parents for possible incoming placements, the Oregon ICPC unit, in conjunction with representatives from the Safety and Well Being programs, developed a new Parent Home Study tool which is firmly rooted in the Oregon Safety Model. The prior tool was based on the Progressive Home Study which Oregon used a number of years ago, and it seemed to result in a less comprehensive assessment. The new tool provides explicit guidance which is consistent with the practice model followed by the rest of the agency.

ICPC home study workers have been piloting the new tool for a few months. Thus far, there has been no difference noted in the rate of approvals versus denials, however the workers report anecdotally that this tool drives them to focus on issues which are more relevant to child safety and well-being. A Quality Assurance Review is planned for the all-ICPC staff meeting scheduled for May, and the hope is to be able to finalize the tool thereafter.

The Oregon ICPC unit began to track placement numbers in 2014:

	10/1/2014 to 9/30/2015	10/1/2015 to 2/15/2016
Outgoing	220	63
Incoming	98	33

Based on these numbers, outgoing placements occurred at a rate of 32.4 percent of requests, and incoming placements occurred at a rate of 31.3 percent for FFY 10/1/2014 to 9/30/2015. Oregon currently is not tracking the disposition rate (approvals versus denials). Using Placements as the numerator and Requests as the denominator provides only a rough approximation because the specific Placements may not correspond directly to the specific Requests and there is no adjustment for denials, but it does show that Oregon is using cross-jurisdictional resources at a rate at least comparable to other states.

The task of identifying prospective out-of-state placement resources falls to the case worker and any field staff who assist with locating relatives. When reunification with parent is not possible and no appropriate relative placements can be located, Oregon utilizes recruitment options including the Northwest Adoption Exchange, ADOPT US KIDS, Wednesday's Child in Idaho,

Wendy's Wonderful Kids, and the Heart Gallery. For children who need wider exposure, case workers can refer to a Child-Specific Recruitment Specialist (CSR). The CSR will gather extensive information and will conduct wide-ranging recruitment including nationwide if needed. Unlike some states, Oregon DHS will contract with licensed private agencies in other states to conduct post-placement supervision. This widens the net and the speed of potential placements for children in that it allows families to be considered and selected on the basis of their existing home study, rather than needing to wait for months while an ICPC home study is completed.

Given the parameters of Cross-Jurisdictional resources, Oregon asserts this systemic factor is routinely functioning in Oregon.

**Child Abuse Prevention and Treatment Act (CAPTA)  
Grant to States for Child Abuse or Neglect Prevention and Treatment Programs**

**State Plan Assurances added by P.L. 114-22  
The Justice for Victims of Trafficking Act of 2015**

**(These amendments to CAPTA Are Effective May 29, 2017)**

***Governor's Assurance Statement for  
The Child Abuse and Neglect State Plan***

As **Governor** of the State of Oregon, I certify that the State has in effect and is enforcing a State law, or has in effect and is operating a Statewide program, relating to child abuse and neglect which includes:

1. Provisions and procedures regarding identifying and assessing all reports involving known or suspected child sex trafficking victims (as defined in section 103(10) of the Trafficking Victims Protection Act of 2000 (TVPA) (22 U.S.C. 7102)); (section 106(b)(2)(xxiv) of CAPTA)
2. Provisions and procedures for training CPS workers about identifying, assessing and providing comprehensive services to children who are sex trafficking victims, including efforts to coordinate with state law enforcement, juvenile justice, and social service agencies such as runaway and homeless youth shelters; (section 106(b)(2)(xxv).

Signature of Governor:

Kate Brown

Date: 5/24/16

Reviewed by: \_\_\_\_\_

(CB Regional Child Welfare Program Manager)

Dated: \_\_\_\_\_

### History of CAPTA Panels

The federal Child Abuse Prevention and Treatment Act (CAPTA) requires every state to create at least three Citizen Review Panels (Panels) to review systemic issues in the child welfare system and make recommendations to improve related policies, practices, and procedures. In September 2012, the Department of Human Services (DHS) transferred responsibility for administering the Panels to the Oregon Judicial Department's Citizen Review Board (CRB), Oregon's foster care review program.

Panel members include CRB members and staff, judges, DHS staff, attorneys, court appointed special advocates and staff, foster parents, service providers and other community stakeholders involved in the child welfare system.

### CAPTA Panel Focus: 2015-2016

This year, the three CAPTA Panels were in Lane, Multnomah, and Douglas counties. This is the second year for the Panels in Multnomah and Douglas counties, and the third year for the Panel in Lane County. The Panels met on July 13<sup>th</sup> at the Valley River Inn in Eugene for a kickoff planning session. Attendees heard from AJ Goins, Planning and Resources Manager of Federal Policy at DHS' Office of Child Welfare Programs, about agency priorities and how Panels could be most helpful to DHS. Panels were then asked to brainstorm a list of system issues of concern in their counties. Each Panel prioritized those issues and selected one topic to explore in detail throughout the year.

For the first time since the CRB has taken over the administration of the Citizen Review Panels, the three Panels individually decided to analyze the same issue – how to better recruit, support and retain foster parents.



Foster parents are a crucial partner in the child welfare system. When children are unable to safely remain at home, it is imperative that DHS be able to place children in safe, appropriate foster homes. Having adequate numbers of certified foster homes is critical to the success of the child welfare system. Over the past two years, DHS has lost over 400 foster homes statewide. This attrition has made it difficult, and sometimes impossible, for DHS to appropriately match a child with a foster provider. When children are placed in a foster home because it is the only space available rather than it being a therapeutically and developmentally recommended placement, it is more likely that the placement will disrupt.

One study on placement disruptions found that about 70% of placement changes were made to implement procedural, policy, and system mandates (e.g. moves due to temporary emergency placements or moves to place children with siblings), about 20% were linked to the children's behavioral problems, and the remaining 10% of the moves were related to both foster and biological family issues.<sup>i</sup>

In 2015, Oregon had approximately 7500 children in care. Over a third of those children, 37.4%, have had three or more foster placements.<sup>ii</sup> We know that a large body of research links multiple

# CAPTA Citizen Review Panel Report 2015-2016

foster care placements with behavioral and mental health problems, educational difficulties, and juvenile delinquency.<sup>iii</sup>

While placement stability is often considered a child well-being issue, it also raises safety concerns, especially with rapid placement changes and placing children in foster homes that are not equipped to handle them or are overcrowded. Many of the children entering foster care have a history of trauma, abuse, and neglect. They need a level of parenting and therapeutic intervention that is often much higher than their peers. Foster parents need support from the child welfare agency in order to effectively and safely maintain a placement. Without this support, placements may disrupt.

We know that it is important that children have permanency and stability in their living situations. In fact, the number of placements a child has within the first 12 months in care is one of the performance measures of the Child and Family Services Reviews (CFSRs), a partnership between the federal and state governments that examines state child welfare programs. Having three or more placements within a 12 month period is considered “placement instability.”

In order for DHS to ensure placement stability for children in foster care, more certified foster homes need to be available. Current foster parents need better training and support so that they remain foster care providers. A lack of sufficient numbers of foster homes is one of the barriers to placement stability for children, and the focus of the three CAPTA Panels. By examining the same topic, the Panels were able to address the issue from a broad perspective that is more representative of the state as a whole.

The CAPTA Panels worked from August 2015 through April 2016 to identify barriers to foster parent recruitment and retention, developed surveys and focus groups to hear directly from

foster parents about their concerns, and collaborated with community stakeholders to draft recommendations.

The Panels had regular communication with the state’s GRACE Program Administrator about the work of the GRACE program, a federal government grant to six districts in Oregon focusing on the diligent recruitment and support of foster parents. Both Douglas and Lane counties are GRACE counties. The Panels learned that the GRACE initiative has administered three rounds of surveys to foster parents throughout Oregon, although the response rate has generally been low.

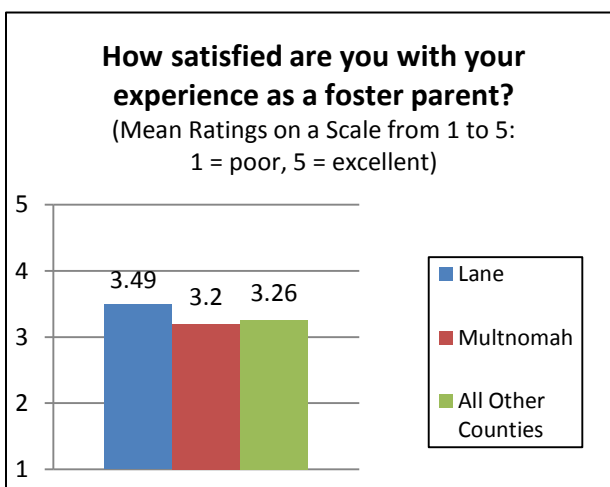
The GRACE Program in Oregon has initiated the following to better recruit and support foster parents:

- All GRACE districts have started constructing Foster Parent Welcome Packets to ensure that all foster families receive timely information and resources regarding the children placed in their care.
- GRACE Action Teams (GATs) in each GRACE district are designed to bring community partners together with DHS to discuss and plan support of foster parents, as well as recruitment and retention demands.
- GRACE/DHS has a partnership with the Portland Leadership Foundation and their Embrace Oregon project in an effort to build stronger relationships within communities and bring customer service and foster parent support needs to the forefront.
- GRACE/DHS will be rolling out a revised Foster Care Customer Service training to local branch staff that will highlight best practice and build on the belief that each participant in the child welfare system is a valued member of the team.

# CAPTA Citizen Review Panel Report 2015-2016

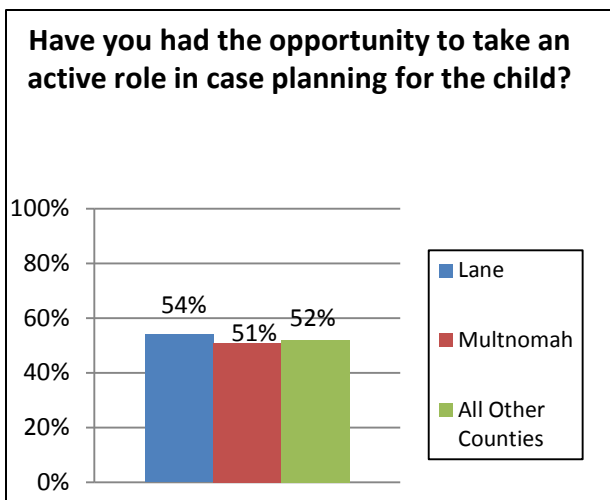
Building on the surveys by the GRACE Program, the CAPTA Panel in Multnomah County developed a foster parent survey. The Lane County Panel chose to modify the survey and use it as part of their information gathering, and the Douglas County Panel relied on the results from Multnomah and Lane counties. Statewide, the survey was completed by 264 foster parents.

three Panels, as well as with members of the public during the public forums in each CAPTA county. The survey results, taken with information gleaned from foster parent focus groups, presentations from the GRACE Program administrator, and other sources, informed the recommendations from each Panel.



On the biggest challenges as a foster parent:  
*“When DHS calls on a Friday evening and wants to place a child with you just for the weekend. I try to help out but when Monday comes around, there is no place for the child to go. I have had three occasions where the child was to come for the weekend and two of them were with me for 4 years and another one is going on 2 months. I think DHS needs more foster parents.”*

- Foster Parent Survey Respondent



On the biggest challenges as a foster parent:  
*“Burn out...lack of being able to participate in family planning. Because there are not enough homes, being expected to provide care for kids you took as a shelter placement only. Many times you need to get an exception for these kids because it’s over your limit. You do it to help, but then are put in an uncomfortable position to have to ask for a child to be moved because it’s longer than you had agreed and more than you feel comfortable with.”*

- Foster Parent Survey Respondent

Among other things, foster parents were asked about the level of information sharing from DHS, their level of participation in case planning, whether they feel supported and by whom, access to respite care and grief counseling, and their experiences with foster parent support groups. The results of the survey were shared with all

The recommendations from each of the three CAPTA Panels, when taken together, provide a strong framework for improvements to foster parent recruitment, support, and retention in Oregon.



# Lane County CAPTA Citizen Review Panel

## PANEL MEMBERS

### **CIRCUIT COURT**

Hon. Valeri Love

### **CITIZEN REVIEW BOARD**

Lisa Romano, staff

Maria Bybee

Roz Slovic

Bev Schenler

### **CASA**

Jean Mestdagh

### **DEPT. OF HUMAN SERVICES**

Michelle Anderson-Alberts

Sydney Putnam

Julie Spencer

Anastasia Tibbetts

### **INDEPENDENT LIVING PROGRAM**

Hollis Thompson

### **FOSTER PARENT**

Carol Hansen

### **ATTORNEYS**

Cathy Ouellette

Tricia Hedin, Public Defense

### **SERVICE PROVIDER**

Emily Peterson, OSLC

## MEETING DATES

September 18, 2015

October 16, 2015

November 5, 2015

December 11, 2015

March 3, 2015

### **PUBLIC FORUM**

March 17, 2016

The Lane County CAPTA Panel focused its work on how to better support and retain current foster parents. Although an important issue, the Panel chose not to focus on foster parent recruitment due to the ongoing work of the GRACE program in the county and its emphasis on recruitment. This is the second of five years of GRACE involvement in Lane County.

After conducting a review of DHS policies and practices, the Panel obtained statistics from DHS about the number of foster homes and the different types of placements in Lane County. In September 2015, there were 560 foster homes, approximately half of which were relative homes. The Panel completed multi-jurisdictional research about successful practices in other states, held focus groups with foster parents, and sent out the foster parent survey. The local GRACE coordinator shared that DHS has already made several recent changes within Lane County, such as the creation of a foster parent advisory board, the development of welcome packets to new foster parents, regular foster parent focus groups, and publishing a newsletter for foster parents twice a month to improve communications. These changes have been viewed positively by both DHS and foster parents.

## **Foster Parent Focus Groups**

The Panel held two focus groups for foster parents to obtain their input about the foster care system in Lane County. The participants at the first focus group were therapeutic foster parents, who receive additional supports from a local service provider. The second focus group was held during one of the Foster and Adoptive Parents Association of Lane County's (FAAPA) monthly meetings. In total, 24 foster parents kindly volunteered their time. Several important themes were identified at the focus groups, including:

**Respect** – many foster parents do not believe they are respected or that they are considered a member of the child's "team."

**Respite care** – foster parents would like more respite care. Most foster providers have to find their own respite providers and would like DHS (or another organization) to maintain a list or to cultivate a network of respite providers.

**Mentors/Navigators** – some foster parents have stated that they could benefit from a foster parent mentor or navigator to help them understand the complexities of the system, especially when they first become foster parents.

**Support Groups** – Lane County has an active foster parent association that provides support to foster parents. However, FAAPA does not receive any funding and it is often difficult to provide child care during monthly meetings.

**Grief Support**– many foster parents do not feel adequately supported during the grief process after a child leaves their home.

# Lane County CAPTA Citizen Review Panel

## Foster Parent Survey

To hear from a larger group of foster parents, the Panel administered a survey to foster parents. The Panel used the survey created by the Multnomah CAPTA Panel but modified it by adding some extra questions about respite care, foster parent mentors/navigators, mental health services for foster children and support for the grief process. DHS sent a copy of the survey link to foster parents via email and FAAPA also posted the link on its Facebook page. A total of 114 responses were collected from Lane County.

The results from the survey were eye-opening; only a quarter of the foster parents in Lane County receive respite care, though the vast majority of those who do find it to be helpful.

*“Finding GOOD respite care is difficult. It is often easier to go without respite care than to use the sub-par respite care that is easy to find. If my preferred providers are not available, we have gone without, as that would be the lesser of two evils.”*

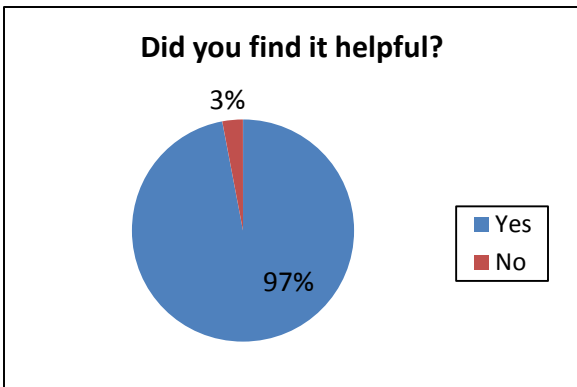
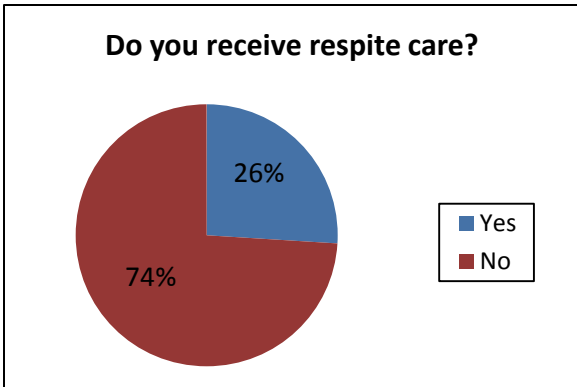
- Foster Parent Survey Respondent

The majority of respondents felt that the lack of clear communication from DHS was an impediment to their ability to provide quality substitute care, and that better responsiveness from the DHS caseworker would improve the satisfaction with being foster parents.

## Public Forum

During the public forum, several foster parents in attendance shared the need for an after hours support line for issues that don't rise to the level of a safety risk, but which the foster parents need guidance from a person knowledgeable of DHS policy and procedure. There was discussion about whether DHS could partner with the community help line 211 to provide support specifically for foster families. The 211 help line is not currently staffed by a person with knowledge specific to DHS child welfare. Additionally, 68% of survey respondents indicated that grief support when a foster child leaves their home would be beneficial.

The final issue related to foster parent support and retention is financial- the high cost of child care is often not fully covered by the foster care reimbursement rate, forcing foster parents to pay for the cost of child care out-of-pocket. This is a prohibitive expense for many potential and current foster parents, and is seen as an impediment for both relative and non-relative foster parents. A child care subsidy program would greatly expand the number of potential foster parents in Oregon, both relative and non-relative.



# Lane County CAPTA Citizen Review Panel

## Lane County CAPTA Panel Recommendations for Lane County DHS:

### 1. Respite Care

- Compile and maintain a list of background-checked respite providers and provide this list to foster families.

### 2. Foster Parent Support Staff

- Secure funding to continue a foster parent retention and support position, modeled after the position currently funded through the Grace Initiative.

### 3. After Hours Line

- Provide foster parents access to an after hours phone support line with an operator knowledgeable about DHS policy and procedure.

### 4. End of Placement Support

- Develop and implement closure procedures for caseworkers to carry out with foster parents when a child leaves their care.
- Provide caseworkers with professional development training on the impact transitions have on the foster family. The goal of this training should be to give caseworkers the tools to implement mindful transitions that are individualized, compassionate, and thoughtful.
- Train caseworkers on resources that are available to foster parents who need additional support such as grief counseling and support groups.



### 5. Child Care Subsidies

- Seek funding opportunities to create and expand a child care subsidy program for children in relative and nonrelative foster care.

### 6. Communication

- Create a cost benefit analysis on caseworker use of smart phones in order to improve communication and response times with foster families and foster youth.

*"As 2 working professionals, it is a must to have him in child care. The cost of child care for just 3 days a week is nearly \$1000 for him. Of course we have made the choice to use a very quality day care, the same one our son is enrolled in and know that DHS does not pay for child care. But between that and extra we spend on him on top of WIC and the basic necessities we are usually way over the reimbursement. We are lucky to be able to afford it at this time. Sadly I know a lot of amazing professionals who would be foster parents if they had assistance with child care."*

- Foster Parent Survey Respondent

# Douglas County CAPTA Citizen Review Panel

## **PANEL MEMBERS**

### **CIRCUIT COURT**

Hon. Randy Garrison  
Hon. Luke Stanton

### **CITIZEN REVIEW BOARD**

Walt Gullet, staff  
Jennifer Doerner  
Janice Harbaugh  
Tom Nikirk  
Jack Rone  
Linda Wells

### **CASA**

Katherine Elisar

### **DEPT. OF HUMAN SERVICES**

Darlene D'Angelo  
Sandy Henry  
Desta Walsh

### **DEPT. OF JUSTICE**

Summer Baranko

### **FOSTER PARENT**

Donna Brodun

### **ATTORNEYS**

Annette Smith

## **MEETING DATES**

September 30, 2015  
November 4, 2015  
January 13, 2016  
February 11, 2016

### **PUBLIC FORUM**

March 17, 2016

The Douglas County CAPTA Panel began their work by examining county, state, and national data and research about foster care. The Panel heard presentations from DHS staff, including the local GRACE Program Coordinator, the foster care certification supervisor, foster parents, and program managers. The data collection, research, and presentations yielded the following information about foster care in Douglas County:

- More than 400 children are in foster care.
- There are 195 foster homes.
- Relative, caregiver, and kith/kin placements are increasing in Douglas County at a rate higher than the national average.
- The local DHS Certification Unit consists of 6 caseworkers and one supervisor – one caseworker performs relative searches, two caseworkers assist adoptive placements, and three caseworkers are assigned to the remaining foster care families.
- In 2015, Douglas County lost approximately 25 (11%) of their foster families, which is less than the national average for foster family reduction.
- DHS does not conduct exit interviews for foster parents leaving the system.
- The process for foster parents to become certified usually takes 4-6 months. As the process is currently structured, it lacks creativity and flexibility for potential foster parents.
- Children are often placed in foster homes due to availability of bed space, not because they are the best match between the foster family and the child.
- Some foster parents feel that they are not respected by DHS due to the lack or absence of: ongoing training, especially child specific training and foster parent rights; timely responses from caseworkers; support during investigations; foster parent mentors or navigators; grief and loss counseling when a child leaves the foster home; and qualified respite care.
- There is currently no active foster parent association or support group in Douglas County.
- DHS currently does not provide periodic or monthly foster parent training, although online training modules are available anytime.
- Word of mouth is the most successful approach to recruiting efforts in Douglas County.

The CAPTA Panel identified an issue of particular concern: the lack of ongoing support for foster parents. Examining the results from the foster parent survey administered in Lane and Multnomah counties, the Douglas CAPTA Panel noticed a theme: approximately 50% of respondents cited a lack of clear communication from DHS as one of the main impediments to being effective as foster parents, and approximately 40% cited the need for better responsiveness from DHS. With the creation of a foster parent support position within the local branch, communication and responsiveness would greatly improve. While the attrition of foster parents in Douglas County is below the national average, it is still concerning

# Douglas County CAPTA Citizen Review Panel

that they lost 13% of their foster homes in 2015. Improving the support that DHS is able to offer foster parents would lead to great satisfaction from foster parents.

On the biggest challenges as a foster parent:  
*“Not being treated with respect or included in all the information available about the child and the case. Too often we are not given updates on changes in the case. This needs to change if DHS wants to keep top-notch foster parents caring for these kids. Otherwise, they will continue to lose foster parents and see kids bounce around.”*

- Foster Parent Survey Respondent



DHS program managers repeatedly said that current foster parents are the best tool to recruit new foster parents; when current foster parents are not feeling respected by DHS and are not receiving the support that they need to be effective, they stop being a recruitment tool.

## Douglas County CAPTA Panel Recommendations for Douglas County DHS:

1. DHS add one full-time foster parent support position to the certification unit to enhance foster parent recruiting, training, support, and retention. The position should:
  - Increase training options for foster parents,
  - Ensure foster families feel respected, valued, and an important member of the team,
  - Create and maintain a foster parent support group and/or foster parent association,
  - Maintain a current registry of respite care providers, and
  - Design and implement an exit interview process for those foster parents who choose to no longer foster.



# Multnomah County CAPTA Citizen Review Panel

## **PANEL MEMBERS**

### **CITIZEN REVIEW BOARD**

David Smith, staff  
Alida Gulley  
Tony Richoux

### **CASA**

Lynn Travis  
Betsy Stark Miller

### **DEPT. OF HUMAN SERVICES**

Edgar Perez  
Kellie Barber

### **FOSTER PARENT**

Resa Kee

### **ATTORNEYS**

Jennifer Meisberger

### **PARENT MENTOR**

Alicia Knox

### **MULTNOMAH CO. JUVENILE COURT IMPROVEMENT**

Mary Geelan

### **PORTLAND PUBLIC SCHOOLS**

Liz Delmatoff

## **MEETING DATES**

August 12, 2015  
September 24, 2015  
October 27, 2015  
November 19, 2015  
January 21, 2016  
February 25, 2016

### **PUBLIC FORUM**

April 7, 2016

The Multnomah County CAPTA Panel chose how to better support and retain foster parents as its area of focus. Initially, information was provided to the Panel that Multnomah had a robust system to support and retain foster parents. For instance, DHS reported that there were more than ten foster parent support groups, including specialized groups for grandparent and Native American foster parents. However, after some investigation by the Panel it was determined that there is only one active foster parent support group in Multnomah County.

The Panel also asked about the foster parent mentor system, which the Panel learned about in last year's work. DHS reported that the list of foster parent who are willing to serve as mentors has been updated with current information. The Greater Metropolitan Foster Parent Association also has a Foster/Adoptive Parent Mentor and Support Team which maintains a list of mentors who provide support for foster and adoptive families and acquaint foster/adoptive families with available community resources. This foster parent mentor network is providing some needed support for new and struggling foster parents.

To learn more about innovative local programs to support foster parents, the Panel toured Bridge Meadows, a co-housing program for elders and foster providers in Portland. The Panel heard from a relative foster parent during its 2014-15 work that the Bridge Meadows program was extremely supportive of her, so the Panel was interested in touring the facility and learning about the program's efforts to support the foster parents who live there. While the program cannot be duplicated for every foster parent in Multnomah County, it does provide a blueprint for how a supportive community approach to foster care can be achieved.

In September and October 2015, the Panel reviewed two surveys which had been used previously with foster parents. The Panel then developed its own survey to learn more about foster parents and their level of satisfaction with the foster care system. The survey was available for foster parents to complete at the Shoulder to Shoulder conference in Portland on October 16. In January 2016, the Panel distributed the survey through email to foster parents listed in the DHS email directory of providers. Panel members also followed up with foster parents who indicated that they wanted to talk further about foster parent support when they completed their surveys.

After reviewing the results of the survey, the Panel identified two main issues: the need for better foster parent training, and the inadequacy of the foster parent reimbursement rate. Multiple foster parents spoke to the need for more population-specific training (ie. teens, young adults transitioning from foster care, culturally specific personal care needs, effects of trauma, understanding and supporting children with various diagnosis, etc.). Much of this is covered in the initial foster parent training, but then never offered again. Some foster parents reported that DHS offers the same trainings year after year, which means that for longer-term foster parents, they may receive the same training

# Multnomah County CAPTA Citizen Review Panel

multiple times in order to complete their training requirements for certification renewal.

Survey respondents also commented on the foster care reimbursement rate. In January 2012, DHS lowered the base reimbursement rates for all age groups.

Foster Care Reimbursement: Base Rate Payment (as of 1/1/2012)	
For a child 5 years of age or younger:	\$575 (previously \$639)
For a child 6 through 12 years of age:	\$655 (previously \$728)
For a child 13 through 20 years of age:	\$741 (previously \$823)

The rate has not increased since January 2012, and many survey respondents indicate that they spend far above the reimbursement rate to provide their foster children with the same care, opportunities, and experiences of other children in the home or neighborhood. Almost all respondents to the survey indicated that even if the reimbursement rate covers the basic costs for the child, it does not cover the cost of child care.

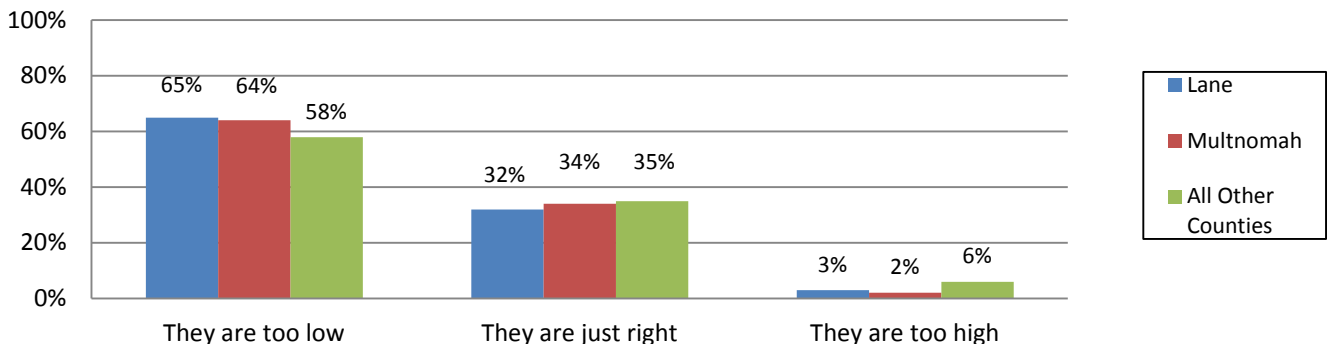
In 2015, the Oregon Legislature passed two new pieces of legislation that ensure that every child in foster care has the opportunity to engage in developmentally and age appropriate extracurricular activities. These new laws were passed to ensure that children in foster care have access to the same experiences and opportunities as children not in foster care. This places a potential financial burden of the foster parents, as the reimbursement rate is meant to cover the cost of the extracurricular activities as well as all other costs associated with the child.

*“The foster care rate has been more than adequate to meet the needs of our kiddo; however, the cost of daycare is about double the cost as our current rate and is the only barrier at this time to us having more than one child in our care.”*

- Foster Parent Survey Respondent

The state asks foster parents to take children into their home, provide them with love, stability, security and care, as well as opportunities for extracurricular activities, on a reimbursement rate that was reduced in 2012 and has not been adjusted since. For foster parents with a limited income, fostering can be a financial burden on a family.

### How do you feel about current foster care rates?



# Multnomah County CAPTA Citizen Review Panel

## Multnomah County CAPTA Panel Recommendations for Multnomah County DHS:

1. DHS update the foster parent trainings to include more population and issue specific trainings that address the challenges and concerns foster parents have.
2. DHS seek funding to increase the foster parent reimbursement base rate payment.

*"I would like DHS to know this: I love what I am doing and would not trade my life for anything. I care about the children in my care as if they are my own and each child has a special place in my heart. I would like to be treated like a parent and not just a substitute caregiver. I know and hope that most of these children will be able to leave my home and be successful in their return home plan and/or adoption, but I am more than a babysitter. I know these children much better than the caseworker, the lawyer, the CASA or any of the workers involved in their lives. I see their tears, their joys, their fears. Please trust that I have their best interest in mind and that my input is very important. Please trust me with the children you put in my care."*

- Foster Parent Survey Respondent



### References

<sup>i</sup> James, S. (2004) Why do foster care placements disrupt? An investigation of reasons for placement change in foster care. In *The Social Service Review*, December, 2004.

<sup>ii</sup> DHS ROM site [https://rom.socwel.ku.edu/Oregon\\_Public/MyHome.aspx](https://rom.socwel.ku.edu/Oregon_Public/MyHome.aspx)

<sup>iii</sup> Children and Family Research Center. (2004). *Multiple Placements in Foster Care: Literature Review of Correlates and Predictors*. Retrieved on November 15, 2009, from: <http://www.cfrc.illinois.edu/LRpdfs/PlacementStability.LR.pdf>



## **2015-2016 Response to Local Citizen Review Panel Recommendations**

After review of the finding and recommendations of the three local Citizen's Review Panels, and in relationship to Oregon's current strategies around the Increase in Safe Substitute Care Capacity, it seems appropriate to respond from a statewide perspective rather than by individual Review Panels this year. The recommendations from the Review Panels can be categorized as falling into areas of Reimbursement and Support and will be addressed below.

As it relates to Support, the Department recognizes and supports the recommendations related to end of placement support around grief and loss, increase communication with foster parents, allocating staff to be responsible for supporting foster parents, and improved training from the Review Panels. In fact, Oregon has already begun to work on the areas of improved training through the Department's training redesign efforts. The Department has also recently engaged "211" in a contract to provide a 24/7 support line for Foster Parents. Through this contract, the foster parent will have the ability to contact the on-call staff from each District if necessary to meet the needs of the foster parent at that time. In addition, the strategic effort to Increase Safe Substitute Care Capacity will result in local offices having a formal recruitment and retention plan including strategies to address the need to increase the communication, engagement, and support of foster parents in their local areas.

In relationship to the recommendations regarding reimbursements to adequately address the needs of children in the foster care system, the Department has two primary strategies to address this issue underway. The first is that the Department has submitted a Policy Option Package for the Governor's consideration in her 2017-2019 budget for an increase in the Foster Care reimbursement rates. The second is a modification to our Enhanced Supervision program to include child care reimbursements to qualified foster parents. The Policy Option Package is obviously heavily dependent on the Governor and the Legislature. The modification of our Enhanced Supervision program is within the Department's control and Oregon is actively working to have this operationalized by 2017.

As a Department child welfare recognizes the interdependence with Foster Care Providers. They are the most valuable partner in keeping children safe when the Department is unable to manage in a child's home. And as a result, the recommendations provided by the three Citizen Review Panels either have been, or will be, incorporated into the work the Department is doing at the statewide and local levels to continue to work to better support foster parents.

Goal	Partner	Type of involvement									
		NYTD Data	Notices/Emails	Meeting	Advisory Group	Focus Group	Workgroup	Committee	Training	Service Referral	SWA
3.1 Youth involved in Transition & case plan meetings Youth involved in Rules Advisory Committee Increase FP training attendance Case record shows youth involved in Transition activities Mentoring Services received	DHS Caseworkers, CASA, CRB, Youth, ILP Provider	X					X		X	X	X
	Youth, Oregon Foster Youth Connection (OFYC)	X	X					X			
	Foster Parents, PSU CW Partnership, DHS Training Unit	X	X						X		X
	ILP Providers, DHS Caseworkers, ILP Providers	X					X		X	X	
	Institute for Youth Success, ASPIRE, FosterClub, ILP Providers	X		X							
3.2 HS youth with work experience or career exploration activities HS youth with work experience or career exploration activities ETV post-secondary completion	Workforce Innovation & Opportunity Act (WIOA) Providers, ILP Providers, Community Colleges & Workforce Development (CCWD), DHS Office of Vocational Rehabilitation Services/Youth Transitions Program (OVRs/YTP), Tribe, Counselors (HS & College),	X	X				X				
	WIOA, ILP Providers, CCWD, OVRs/YTP Program, DHS Caseworkers, Foster Parents, OFYC, Tribe	X	X	X					X	X	
	Office of Student Access & Completion (OSAC), ILP Providers, DHS Caseworkers, CASA, Universities, Dept. of Ed., Community Colleges, High School Principals	X	X	X	X				X	X	

Goal/Measure	Partner	Type of involvement									
		NYTD Data	Notices/Emails	Meeting	Advisory Group	Focus Group	Workgroup	Committee	Training	Service Referral	CFSR
3.2 Placement expectations agreement with caregiver  Young adults in "supported housing"	Youth, DHS caseworkers, foster parents, ILP Providers					X	X				
	ILP Providers, DHS caseworkers, Certifiers, Youth, DHS FC Coordinators, PSU CW Partnership, FC Ombudsman		X	X					X	X	
	Young Adult Program Coordinator, DHS caseworkers, ILP Providers, Or. Housing & Community Svcs., Home Forward, New Avenues for Youth, Or. Housing Alliance, Runaway & Homeless Providers (RHY)/Transitional Living Programs (TLP), 211 Info, NEDCO	X		X			X				X
3.2 Intervention #3 Sexual Health training	Oregon Health Authority (OHA), Planned Parenthood, ILP Providers, FosterClub, 211 Info, Teen Parent Family Consortium, Runaway & Homeless Youth Providers			X	X		X		X	X	
3.3 Percentage of youth in paid employment  Salaries are increasing  Foster youth enrolled in a WIOA Program	WIOA Provides, ILP Providers, Community Colleges & Workforce Development, DHS Office of Vocational Rehabilitation Services/Youth Transitions Program, DHS Self Sufficiency Programs (TANF/JOBs), FosterClub, Tribes, Mult. Co. Opportunity Youth Collaborative, Runaway & Homeless Youth Providers	X		X			X				X
	Employment Department		X	X							
	CCWD, Local Workforce Investment Boards, ILP Providers, DHS Caseworkers, Tribes		X	X							X
4 Representation of children/youth of color receiving ILP services	Tribes, DHS ICWA Liaisons & caseworkers, ILP Providers	X		X					X	X	

**The Career and College Collaborative (C3)** is mobilizing counselors, administrators, college access advisors and other youth advisors across the state to provide every Oregon student with a viable and affordable pathway to adult success. Our aim is to dramatically accelerate progress toward Oregon’s vision of graduating 100% of our young people from high school to be ready for success in a post-secondary environment, such as a trade school or college, and ultimately a professional career.

C3’s action agenda focuses on informing, training, and coordinating education and career advisors across the K-12, postsecondary, and workforce development sectors. Building the capacity of these key adults is essential to students’ success, particularly low income students and first-generation college goers. C3’s efforts to help achieve adult success are designed to ensure that every Oregon student/family is equipped with the necessary support and skills to navigate the complex academic, social and financial terrain one faces in our education system.

In 2016, C3’s priority activities include:

- Creating an interactive website to improve, as well as coordinate, the delivery of information about college and career requirements and opportunities;
- Providing regional and statewide trainings to strengthen implementation of personalized learning plans;
- Increasing postsecondary financial literacy among students and families to guide decisions about college and career;
- Sponsoring the *Reach Higher Oregon* event, convening on July 19-20, 2016 in Bend, OR. The conference will bring together youth advisors from all across the state to learn, share, and strengthen youth counseling and advising in Oregon.

Through these activities, C3 will reach x counselors with potential to improve career and college supports for x students and families.

C3 is a growing coalition of over a dozen education and youth development organizations. For more information, contact: XXXXXXXX



Goals:

Elevator speech--by end of March

One-pager--final by end of April

Capture breadth of the group--send out survey that ask two top events they did --that highlight that each member did--speak to the goals of this organization.

***Example of Survey questions and answers:***

***As a member of C3 name the top two activities your organization has done in the past year to help achieve the C3 goal of assisting Oregonians in navigating our educational system in becoming college and career ready:***

**Oregon College Savings Plan**

1. In early 2015 the Oregon College Savings Plan announced the ***Be College Ready*** program as the centerpiece of the Plan's outreach efforts in educating schools and families about the need to be prepared for the financial realities of achieving a higher education.

The Oregon College Savings Plan partnered with five school districts across the state (Grants Pass, Hermiston, North Clackamas, McMinnville and Seaside) to implement the *Be College Ready* program for the 2015-2016 school year. The Oregon College Savings Plan team travelled to all five districts to share information about the Oregon College Savings Plan, ultimately delivering 20 school presentations. .

In total 38 elementary schools took part in the *Be College Ready* program, impacting 19,000 students. The results of the program are impressive with the percentage of new Oregon College Savings Plan accounts increasing in each pilot area (see below).

From October 2014 to October 2015, the opening of new Oregon College Savings Plan accounts increased by:

- 5.3% in Clackamas County
- 21.7% in the Grants Pass community
- 28.3% in the McMinnville community
- 64.7%in the city of Hermiston
- 88% in Clatsop County

The total college savings contributions during the same time period increased by nearly \$2 million in the five pilot school district areas.

2. Conducting statewide outreach information sessions with the public:
  - Coordinating "College Funding 101" presentations across the state in geographically diverse locations open to the entire community, where we conduct powerpoint

presentations in partnership with Oregon Office of Student Access & Completion (OSAC). The Oregon College Savings Plan staff discusses the benefits of the 529 program in making a post-secondary education more affordable and answering questions from the public, whereas OSAC staff address how the student financial aid system works.

- Participating in several events across the state where information is shared with the public about the benefits of the 529 program. These vary to having prize wheels for children at the High Desert Museum and the Newport Aquarium during spring break, to having information booths at a local festival like the Frog-O-Faire in Grants Pass or the 4<sup>th</sup> of July parade in Lafayette.

ILP Worker:  
 Provider agency:  
 Provider ID:

# Monthly Services & Progress Report

<b>Report month:</b> JANUARY	<b>YOUTH:</b>	<b>DHS/TRIBAL WORKER:</b>
<b>Date sent:</b> <a href="#">Click to enter date</a>	<b>CASE/PERSON #:</b>	<i>Need caseworker contact</i> <input type="checkbox"/>
<b>One-on-one date(s):</b>		<b>Employment status:</b> NOT WORKING
<input type="checkbox"/> <i>No-show(s) this month</i> <input type="checkbox"/> <i>Phone calls/Voicemails</i> <input type="checkbox"/> <i>Texts/Emails</i>		<i>Location:</i>
<b>Group topics/dates:</b>		<b>Educational status:</b> NOT ENROLLED
		<i>Grade/program:</i>

<b>Engagement &amp; Assessment</b> <i>First 90 days</i> <input type="checkbox"/>	<b>DONE THIS MONTH</b>		<b>NEXT UPDATE DUE</b>	<b>BENCHMARK REVIEW</b> Due: Enter date   Done <input type="checkbox"/>	<b>Close ILP client this month</b> <input type="checkbox"/> Enter date when closing
	<i>LSA</i>		Enter date		
	<i>Plan</i>		Enter date		

<b>ILP SERVICES DELIVERED THIS MONTH</b> <i>No change since last report</i> <input type="checkbox"/>		<b>STAGE I</b> INCREASING AWARENESS	<b>STAGE II</b> LEARNING, GAINING SKILLS & EXPOSURE	<b>STAGE III</b> APPLYING SKILLS, WORKING ON GOALS	<b>SERVICE STATUS</b> <i>Click for status descriptions.</i>
<b>Well-Being &amp; Community</b>	<i>Personal Growth &amp; Social Development</i>	■	<input type="checkbox"/>	<input type="checkbox"/>	--
	<i>Family Support &amp; Healthy Relationships</i>	■	<input type="checkbox"/>	<input type="checkbox"/>	--
	<i>Heath Education &amp; Risk Prevention</i>	■	<input type="checkbox"/>	<input type="checkbox"/>	--
<b>Education &amp; Employment</b>	<i>Academic Skills and Support</i>	■	<input type="checkbox"/>	<input type="checkbox"/>	--
	<i>Post-Secondary Education Support</i>	■	<input type="checkbox"/>	<input type="checkbox"/>	--
	<i>Career/Job Preparation</i>	■	<input type="checkbox"/>	<input type="checkbox"/>	--
<b>Daily Living</b>	<i>Money Management</i>	■	<input type="checkbox"/>	<input type="checkbox"/>	--
	<i>Housing &amp; Home Management</i>	■	<input type="checkbox"/>	<input type="checkbox"/>	--
	<i>Transportation/Other Living Skills</i>	■	<input type="checkbox"/>	<input type="checkbox"/>	--

**Barriers to youth engagement or service delivery this month**

YOUTH:  *Not interested*  
 *Not participating (no-shows)*  
 *Not communicating*  
 *Too busy*  
 *Struggling/in crisis*

NEEDED:  *More intensive services*  
 *Transportation*  
 *Caregiver engagement*  
 *Caseworker contact*  
 *Service coordination*

OTHER:  *Urgent placement/housing concerns*  
 *Other barriers (describe):*

**Progress & Explanation of Services, other comments or special circumstances**

# Oregon

## Youth Services

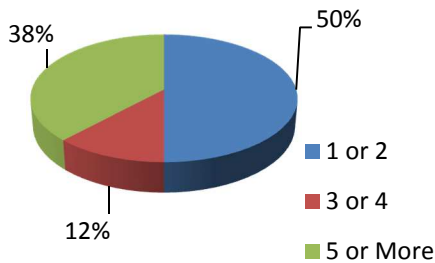
(FY 15 total served: 1,908 youth)

Includes information about all youth who received at least one independent living service paid for or provided by the state CFCIP agency.

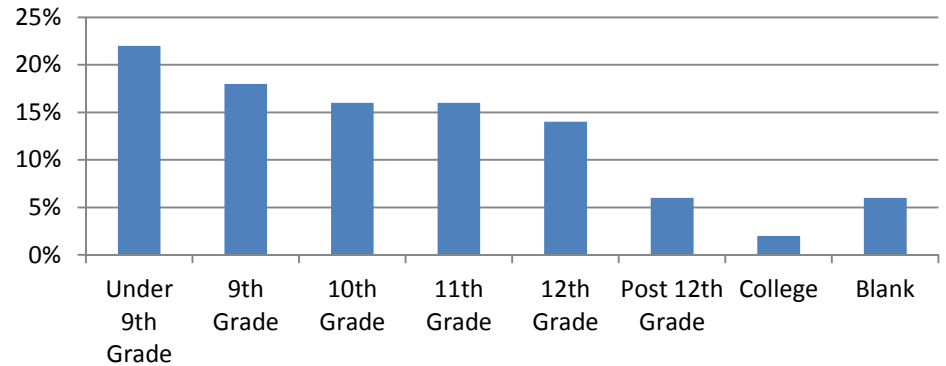
### Characteristics of youth receiving services (FY 15)

Male	43%	In foster care	84%
Female	57%	In federally recognized tribe	5%
White	82%	Adjudicated delinquent	2%
Black	15%	Receiving special education	28%
American Indian	12%	Age range	14-23
Other Race	3%	Mean age	17
Hispanic	14%		

### Number of services received (FY15)

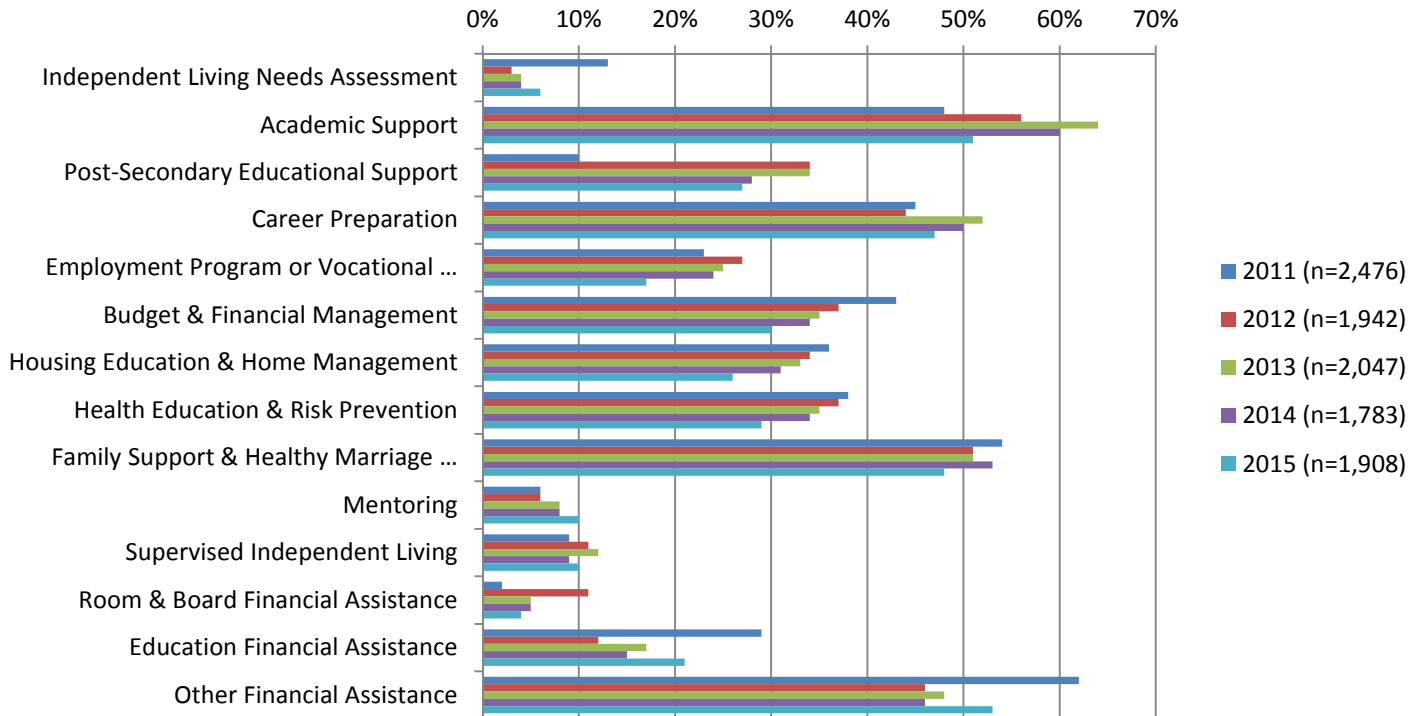


### Education level of youth receiving (FY 15)



### Type of services received (FY 11-15)

Percent of youth receiving each service (of total youth served)



This snapshot was prepared by the Children's Bureau and contains a summary of highlights from NYTD data reported by states between Fiscal Year (FY) 2011 and 2015. The data are current as of December 2015. Please contact [NYTDinfo@acf.hhs.gov](mailto:NYTDinfo@acf.hhs.gov) if you have any questions about information in this data snapshot.

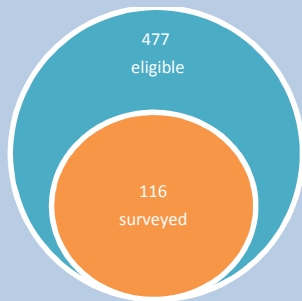


# Youth Outcomes

Includes information about all youth who were eligible to take the NYTD survey at ages 17, 19 and 21.

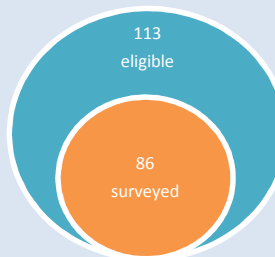
## Cohort 1 survey participation, FY 11-15

**Baseline Population**  
(17-year-olds in foster care, FY 11)



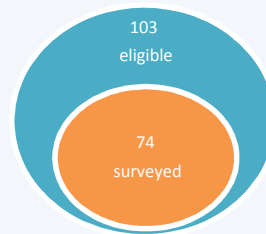
**24% surveyed**

**Follow-Up Population**  
(19-year-olds, FY 13)



**76% surveyed**

**Follow-Up Population**  
(21-year-olds, FY 15)



**72% surveyed**

## Characteristics of survey participants

<i>Male</i>	37%	36%	31%
<i>Female</i>	63%	54%	69%
<i>White</i>	87%	86%	85%
<i>Black</i>	13%	9%	11%
<i>American Indian</i>	6%	7%	8%
<i>Hispanic</i>	11%	11%	8%
<i>In foster care</i>	100%	48%	10%

## Reasons for non-participation

<i>Youth declined</i>	2%	2%	11%
<i>Parent declined</i>	<1%	0%	0%
<i>Incapacitated</i>	5%	1%	0%
<i>Incarcerated</i>	1%	1%	10%
<i>Runaway/missing</i>	4%	3%	0%
<i>Unable to locate</i>	47%	19%	14%

## Outcomes reported

<i>Employed full- or part-time</i>	<b>10%</b>	<b>41%</b>	<b>65%</b>
<i>Receiving public assistance</i>	<b>N/A</b>	<b>29%</b>	<b>34%</b>
<i>Finished high school or GED</i>	<b>6%</b>	<b>69%</b>	<b>80%</b>
<i>Attending school</i>	<b>92%</b>	<b>50%</b>	<b>27%</b>
<i>Referred for substance abuse treatment</i>	<b>31%</b> (in lifetime)	<b>9%</b> (in past 2 years)	<b>3%</b> (in past 2 years)
<i>Incarcerated</i>	<b>26%</b> (in lifetime)	<b>9%</b> (in past 2 years)	<b>6%</b> (in past 2 years)
<i>Had children</i>	<b>4%</b> (in lifetime)	<b>2%</b> (in past 2 years)	<b>23%</b> (in past 2 years)
<i>Homeless</i>	<b>23%</b> (in lifetime)	<b>16%</b> (in past 2 years)	<b>12%</b> (in past 2 years)
<i>Connection to adult</i>	<b>92%</b>	<b>79%</b>	<b>77%</b>
<i>Medicaid coverage</i>	<b>66%</b>	<b>56%</b>	<b>58%</b>

# ILP Annual Report Summary Page

ILP Contractor Annual Report: July 1, 2014 through June 30, 2015

## Youth Served

<u>1004.5</u>	Youth contracted to serve
<u>902</u>	Youth currently being served
<u>1499</u>	Total youth served contract year

## Wait list

<u>11</u>	No	<u>80</u>	Average number of youth on list for past year
<u>9</u>	Yes	<u>778</u>	Average length of time a youth on the wait list before being served (in days)
		<u>86.4</u>	days
		<u>2.9</u>	months

## Outcomes

<u>205</u>	Graduating with diploma (Regular or Modified)
<u>44</u>	Obtaining a GED
<u>259</u>	Vocational Training or College Enrollment
<u>615</u>	Employed (Full / Part-Time)
<u>1274</u>	Healthcare Access
<u>977</u>	Healthy Relationships
<u>971</u>	Community Connections
<u>892</u>	Permanent Connections
<u>1039</u>	Adequate / Appropriate Housing
<u>1328</u>	Increased Skills
<u>29</u>	Vocational Training or College Completion (License, Certificate or Degree Obtained)
<u>896</u>	Housing Stability
<u>235</u>	Youth living without agency maintenance

## Accessing ILP Services

<u>101</u>	Individual orientations at time of referral
<u>7</u>	Group orientations at time of referral
<u>0</u>	Group orientations prior to referral
<u>2</u>	No orientations required

## Youth Involvement / Youth Influence

<u>8</u>	Formal Youth Advisory Committee/Council
<u>8</u>	Informal Youth Advisory Group
<u>14</u>	Youth Surveys
<u>17</u>	Youth involvement / influenced activities

## Class Schedule

<u>8</u>	Monthly	<u>7</u>	Weekly
	<u>17</u>		<u>15</u>
	<u>5</u>		<u>2</u>
	<u>28</u>		<u>2</u>
	<u>32</u>		<u>1</u>
	<u>14</u>		<u>1</u>
	<u>4</u>		<u>0</u>
	<u>13</u>		<u>2</u>
	<u>20</u>		<u>9</u>
	<u>3</u>		<u>11</u>
	<u>8</u>		<u>8</u>
	<u>1</u>		<u>4</u>
	<u>1</u>		<u>3</u>
	<u>1</u>		<u>3</u>
	<u>0</u>		<u>3</u>
	<u>0</u>		<u>1</u>
	<u>0</u>		<u>5</u>
	<u>0</u>		<u>2</u>
	<u>0</u>		<u>9</u>
<u>0</u>	Additional details not listed above		

## ILP Annual Report Summary Page

### SPECIAL ACTIVITIES, OUTING, CONFERENCECS

# ILPs	# Youth		# ILPs	# Youth	
0	0	Raft trips	10	33	Sporting events
14	63	Weekend retreats	28	109	Graduation/Other Celebration
26	75	Teen conference	44	338	Postsecondary information / training
26	94	Dream conference	39	233	Recreational outings
23	112	ILP Appreciation events	13	59	Service learning projects
22	78	Consumer / Shopping Skills Trip	23	80	Career Fairs / Tours
16	50	Teen retreat	35	139	College Tours
14	32	Job Corp Tour	1	2	Native Teen Gathering
19	66	Youth leadership	18	232	Pregnancy prevention activities
44	278	Holiday events	10	59	Other

### Regulary available services

9	Mentor activities and/or program
11	Youth advisory council/committee
6	Classes for youth with developmental disabilities
10	Youth speakers bureau (youth trained to speak at conferencces, to groups, etc. about FC experiences)
15	Age specific services
14	Gender specific services
12	Cultural activies/classes

### Staff Trainings

13	Cultural Diversity	4	Drug / Alcohol Prevention
9	Suicide prevention	5	Adolescent sexuality / Prenancy Prevention
8	Group Dynamics / Facilitation	6	IEP
14	Trauma Informed Care	11	Shoulder to Shoulder/other Child Welfare Training
11	Behavior management	4	National Pathways/other national IL conference
11	Quality leadership/Supervision	13	Mandatory Reporting
15	First AID / CPR	10	Motivational Interveiwing
3	Gang awareness	7	Collaborative Problem Solving
4	PTSD	8	Professional Boundaries
9	Working with youth offenders	11	Mental health / disabilities
8	Domestic violence	7	ASPIRE
20	ILP Provider Meetings/Trainings	10	Other

## ILP Annual Report Summary Page

### Community Partner Contacts

**Please list 1 in each row to indicate your level of Contact with each community partner listed.**

<b>DHS &amp; Tribal Contacts</b>	Regular, ongoing contact / relationship	Infrequent contact	N/A
District/Branch/ILP Liaison	20	0	0
Foster Parents	20	0	0
Tribe / Indian child welfare staff	6	10	4
Self- Sufficiency Programs (TANF, OHP, Food Stamps, Teen Parent)	8	12	0
Mental health services	14	5	1
Physical health services	4	13	3
Seniors and People with disabilities	5	12	3
Health Department (city, county, state)	3	15	2
Other	2	4	14
<b>Employment Contacts</b>			
Workforce Investment Act (WIA) program	12	7	1
Employment office	10	10	0
One stop centers	10	6	4
Vocational rehabilitation services	4	15	1
VRS's Youth Tranistion Programs	3	14	3
Job Corp	10	9	1
Goodwill Industries	5	11	4
Apprenticeships	3	10	7
Career/ Professional	12	7	1
Other	4	3	13
<b>Education Contacts</b>			
Public School system (counselors, IEP, etc)	19	1	0
Alternative schools	17	3	0
College / University system	18	2	0
Vocational / Trade Schools	12	3	5
Tutoring programs	7	11	2
Scholarship Programs	10	8	2
Other	2	3	15
<b>Housing Contacts</b>			
Transitional Living Programs	10	7	3
Local or state housing boards	1	15	4
Public housing authority	7	11	2
College housing	7	10	3
HUD / Community Housing planning	6	11	3
Teen Parent Programs	7	7	5
Other	2	4	14
<b>Other Contacts</b>			
4-H, Scouts, Other youth Leadership / activities	7	9	4
Mentors	7	10	3
Other	3	3	14

### ADDITIONAL INFORMATION

12	Housing screen comimitte
20	Provide ILP information to DHS or Community Partners
3	Sharing tree
12	Use of interns
17	Community Partner Meetings / Staffings
15	CRB Meeting
16	Paricipation Incentivies
19	Housing Start-up Items/kits
14	Businesses for work experience, job shadow, internships, etc.

## Chafee Graduation Rates

The Oregon Student Access Commission (OSAC) does data matches to determine graduation rates of Oregon Opportunity Grant recipients as part of the legislatively required Key Performance Measures. At the request of the Oregon Department of Human Services Independent Living Program, as of fall, 2011, similar data will be collected regarding Chafee Education and Training Grant recipients.

### Criteria:

- Institution type- community college, proprietary, four year public, or four-year private
- First time Chafee recipient during the base year

### Results:

#### Graduation Rates of First Time Chafee Recipients by Academic Year

Year	Community Colleges			Proprietary			4-Year Public (OUS)			4-Year Private			Total All Sectors		
	# 1st Time	# Degrees	%	# 1st Time	# Degrees	%	# 1st Time	# Degrees	%	# 1st Time	# Degrees	%	# 1st Time	# Degrees	%
2005-06	63	3	4.73	19	0	0	14	3	21.43	8	3	37.5	104	9	8.65
2006-07	65	8	12.31	10	0	0	24	15	62.5	4	4	100	103	28	27.18
2007-08	88	8	9.09	13	0	0	22	11	50	10	7	70	133	26	19.55
2008-09	138	10	7.25	24	1	4.17	26	13	50	6	2	33.3	194	26	13.40
2009-10	166	7	4.2	34	1	2.9	35	6	17	3	2	67	238	16	6.7
2010-11	149	7	4.7	9	1	.11	na	na	na	na	na	na	na	na	na
2011-12	131	12	9.2	13	1	.08	na	na	na	na	na	na	na	na	na
2012-13	138	3	2	14	1	.07	na	na	na	na	na	na	na	na	na

### Conclusions:

- The graduation rate for community colleges has ranged from a low of 4.20% to a high of 12.31%. The rate dropped from 7.25% for the 2008-09 first time Chafee recipients to 4.20% for the 2009-10 first time recipients and then increased slightly for the 2010-11 first time recipients to 4.7%. For the most recent measurement, the rate rose from 4.70% in 2010-11 to 9.2% in 2011-12. It fell again during the 2012-13 academic year to an all-time low of 2%.
- For proprietary school attendees, the graduation rate dropped from 4.17% for 2008-09 first time recipients to 2.94% for 2009-10 first time recipients. Since the 2010-11 academic year, the rate

has continued to decline to an all-time low for the 2013-13 academic year of .07%. This may very well represent the national trend of students who attend a proprietary school for a short amount of time only to find the cost of attendance and reality of the programs do not meet the advertised promise.

- The graduation rate for four year public university attendees increased dramatically from 2005-06 first time recipients to 2006-07 (21.43% to 62.50), almost tripling. The same thing occurred for four-year private university attendees, increasing from 37.50 to 100% graduation rate. Both sectors dropped again for the 2007-08 first time recipients, to 50% and 70% respectively. For 2008-09, four year public schools remained steady at 50% while the private sector dropped to 33.30%. During 2009-10 the public school rate dropped from 50% to 17, while private school rates increased to 67%. However, the increase in private schools may be misleading as there were only three students who had first time Chafee in the 2009-10 academic year, two of whom received a degree.
- Data has now been gathered for community college and proprietary schools for a period of eight academic years and a period of five academic years at the four year public and private universities. The only conclusion that can be drawn at this point is that the rates are not consistent from year to year amongst any of the four sectors.

### **Methodology:**

In keeping with the same methodology as OSAC uses for KPM data collection, graduation rates will be determined using:

- Four Year Institutions-a standard of six years
- Two Year (Community College) Institutions-a standard of three years
- The US Department of Education requires Title IV schools to report graduation rates for all full-time students who complete their undergraduate program of study within 150 percent of the programs published length (i.e. six years for four year institutions, 3 years for two year institutions). Proprietary (for-profit) institutions often offer accelerated programs ranging from approximately 9 to 22 or more months, or, may offer a four year degree. Because each institution is different and varying programs within each institution may have different completion times, data was pulled for proprietary institutions for the same years as two-year institutions.
- For this report, prepared in May, 2016, graduation rates are checked for those receiving a degree by August 2015.
- To maintain a standard methodology, we look only at the first time Chafee recipients for each year. The graduation rates follow only that group for the year. However, those who received a Chafee in previous years but perhaps took more than one year off may have received a degree in a future year. It would be a difficult task to track all Chafee recipients to determine whether a degree was “eventually” received. As a whole, many of the youth tend to change schools, sometimes multiple times, as well as start and stop enrollment. They may go on to finally finish a degree well after the age where they would still be eligible for the Chafee ETG.

## Household Expectations and Guidelines

These expectations function to foster mutual respect, encourage communication and harmony, and enhance personal growth. This worksheet is a tool for communicating the expectations and guidelines. The best use of this tool is to clarify measureable and observable outcomes. This is meant to facilitate a discussion and is subject to periodic review. This agreement is voluntary and made in good faith for the purpose of maintaining safety and well-being in the home.

**Likes/Dislikes** (food, music, extracurricular activities, etc.)

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**Phone/Texting Usage** (making and receiving calls-whether with house phone or cell phone, appropriate/inappropriate times for texting i.e.: not at the dinner table, etc.)

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**Computer/Electronics/Media** (time, website browsing, etc.):

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**Language** (prohibited language (e.g. profanity, threats) and recommended language (e.g. courteous and respectful language)

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**Time Management** (lights out/quiet time, meal times, curfew times, etc.)

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**Social Contacts/Friends/Dating** (visiting in the home, staying at friends, dances, outings, etc.)

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**Identity Considerations** (may focus on a number of different areas including cultural, religious, spiritual, gender and sexual identities)

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**Respecting Privacy/Personal Space/Boundaries in the home** (restricting areas, knocking before entering, etc.)

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## Household Expectations and Guidelines

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**Respecting Personal Possessions** (using something that belongs to someone else or lending your belongings to someone else, getting permission, etc.)

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**Encouraged Behaviors** (sharing responsibility in specific household chores, responsible medication management, voicing personal or relational struggles, talking through disagreements respectfully, etc.)

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**Unacceptable Conduct** (e.g. whereabouts unknown, drug & alcohol use/abuse, not home when expected, any type of aggression, etc.)

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**School/Employment/Volunteer Opportunities** (priority, goals, study/work/volunteer hours, etc.)

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**Money/Income/Budgeting** (saving a certain %, budgeting for bills, car, gas, phone, etc.)

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**Other** (hygiene, cigarette smoking, pets, special considerations, miscellaneous)

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**Rewards/Incentives/Corrective Actions** (conditions/violations, expectations, outcomes, etc.)

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\_\_\_\_\_  
Signature of Young Adult

\_\_\_\_\_  
Date

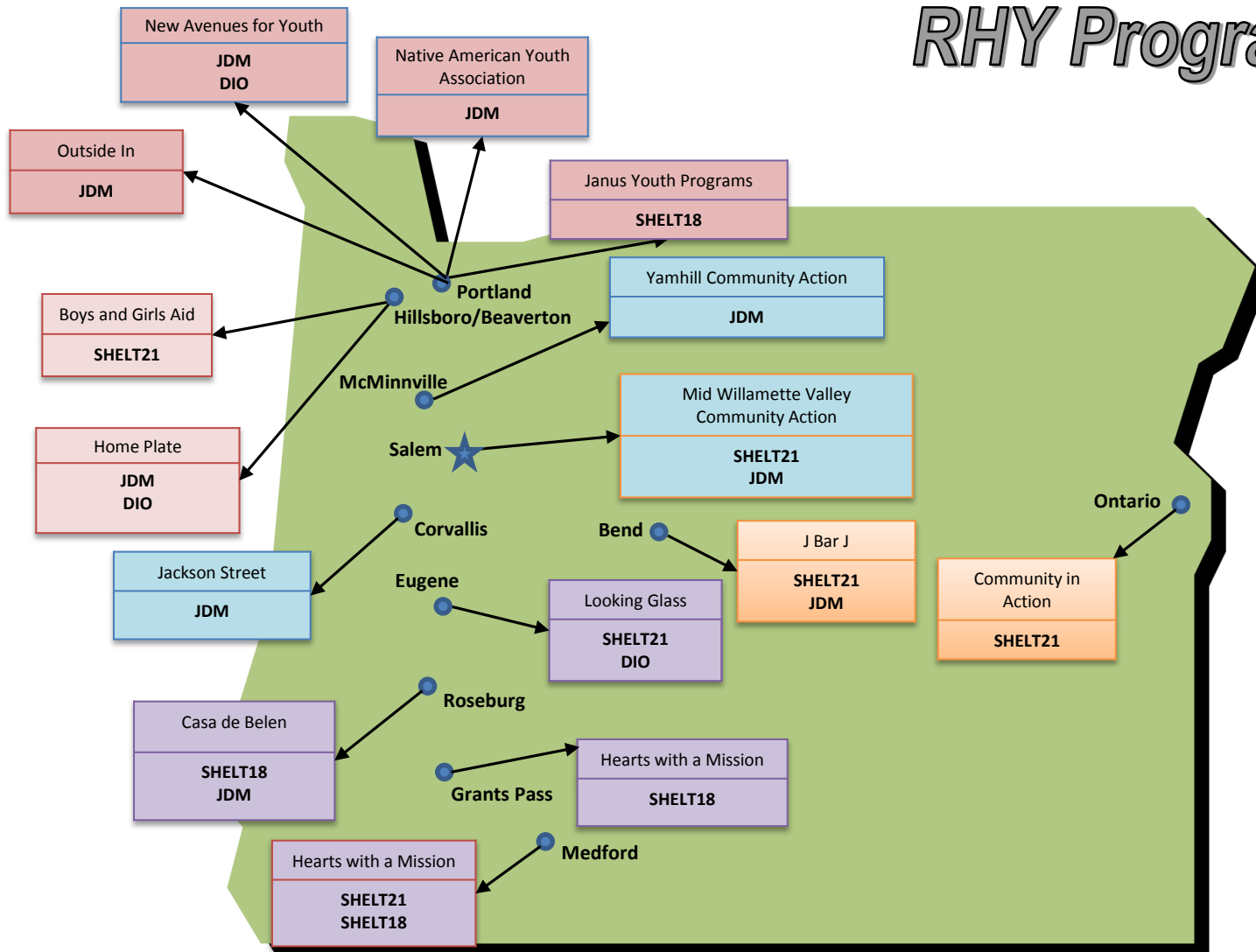
\_\_\_\_\_  
Signature of Caregiver/Provider

\_\_\_\_\_  
Date



# RHY Programs

Chafee Attachment IX



Legend:

- SHELT21 = Shelter – Under 21
- SHELT18 = Shelter – Under 18
- JDM = Job Development/Mentoring
- DIO = Drop In & Outreach



Representative	System Representation
Janet Arenz	Oregon Alliance for Children's Programs
Dona Bolt	Department of Education – Homeless Youth
Jamie Broadbent	DHS – Supervisor: Commercially Sexually Exploited Children
Caitlin Campbell	Multnomah County – Homeless Youth Continuum
Jennifer Denning	Community Colleges and Workforce Development
Kevin George	DHS – Program Manager Child Well Being
Matt Rasmussen	DHS - RHY Program Coordinator
Kevin Lamson	Hearts with a Mission
Jean Lasater	Oregon Health Authority - Mental Health
Vicki Massey	Housing and Community Services
Jamie McKay	Oregon Youth Authority
Emily McLain	Basic Rights Oregon
Lisa Mentasana	Beaverton School District - McKinney-Vento Liaison
Karen Nibler	League of Women Voters
Karri Robinson	Oregon Youth Authority
Claire Seguin	Oregon Housing and Community Services
Anya Sekino	Youth Development Division ODE
Kate Stokes	Yamhill Community Action Agency
Vera Stoulil	Boys and Girls Aid - Oregon Alliance for Children's Programs
Ashley Thirstrup	Native American Youth and Family Services
Daryl Turner	Portland Police Association
Jo Zimmer	Rural Oregon Continuum of Care

Annual Reporting of Education and Training Vouchers Awarded

Name of State:

	<b>Total ETVs Awarded</b>	<b>Number of New ETVs</b>
<u>Final Number: 2014-2015 School Year</u> (July 1, 2014 to June 30, 2015)	247	133 (did not receive ETV 13-14)
<b>2015-2016 School Year*</b> (July 1, 2015 to June 30, 2016)	237	133 (did not receive ETV 14-15)

Comments:

Of the 237 total youth who received Chafee Funds:

4 youth received Voucher Funds only

10 youth received Voucher and Grant Funds

223 youth received Grant Funds only

\*in some cases this might be an estimated number since the APSR is due June 30, 2015.

## CHILD WELFARE SERVICES DISASTER RESPONSE PLAN

County & Agency Name: **State of Oregon DHS, Office of Child Welfare Programs**

Date Completed: **June 15, 2016**

Name/Title: **Charles B. Dunn, Operations Manager**  
Person Managing/Overseeing Emergency Plan Implementation

Telephone #: **503-947-2453**

E-mail Address: **Charles.B.Dunn@dhsoha.state.or.us**

ICPC Liaison: **Vera James, Manager, ICPC, OCWP**

Telephone #: **503-945-6685**

E-mail Address: **Vera.James@dhsoha.state.or.us**

Emergency Disaster Hotline: **1-866-610-2581**

In September 2006, Congress passed the Child and Family Services Improvement Act of 2006 (Public Law [PL] 109-288). PL 109-288 amended Part B of Title IV of the Social Security Act to reauthorize the Promoting Safe and Stable Families Program. Among other changes, PL 109-288 established requirements for states on disaster planning in child welfare under section 6 (a)-(16). Accordingly, states are requested to address the following program areas in developing local disaster readiness plans.

In 2015, Oregon DHS initiated enterprise-wide Business Continuity Planning that will continue through May of 2017. Each of the 16 Districts in Oregon will develop local planning guides that will address Business Continuity in the event of a local or regional event requiring Disaster response. There are 5 districts currently engaged in local planning workshops (which are located along the western part of the state with planning to continue eastward through 2017). Planning workshops align the continuity of operations required by DHS with Local Emergency Plans developed in conjunction with the Oregon Office of Emergency Management Office. The Child Welfare Services Disaster Response began undergoing revision in March of 2016 and will be reviewed and revised through May of 2017 to ensure alignment with Federal Guidelines for Child Welfare and integrated into the local planning guides being developed by the State of Oregon Office of Emergency Management.

## CHILD WELFARE SERVICES DISASTER RESPONSE PLAN

<b>CWS Disaster Response Criteria A:</b>	<b>Identify, locate, and continue availability of services for children and non-minor dependents under state care or supervision who are displaced or adversely affected by a disaster, including children from other states:</b>
Essential Function:	1. Identification and location process of children who may be displaced, including children from other states
Process Description:	<p>A. In the event of a disaster, the DHS Director or Designee will direct the Child Welfare Director (or designee) to initiate emergency planning and response- This will include confirming the Emergency 24 hour Disaster Response Phone Line (1-866-610-2581) is operational and communicated to all DHS staff. This will also include providing the list of local emergency managers and a link to the website for Emergency Operations. Coordinating response activities and requests for support will be communicated to the Emergency Operations center via the Director’s office or designee.</p> <p>B. The Child Welfare Director (or Designee) will direct District Managers to confirm the location of children in the care of DHS in the impacted area and determine whether they have everything they need to safely remain in their home during the emergency. Determination that children have what they need to remain safe will include adequate water, food, medicine (if necessary), as well as heat and power. Local efforts to confirm location of children will be coordinated with the local emergency managers to ensure safety of all responders and need for emergency support.</p> <p>C. The identified children include children in the custody of DHS (existing locator report provided to DM’s weekly) as well as children placed in Oregon through ICPC (report currently under development). The interim plan for children placed in Oregon through ICPC will be responsibility of field program managers until a report that identifies ICPC children is in place.</p> <p>D. District Managers (or designee) will ensure that if there are children who have critical needs for support that are not met, available staff will work to ensure the critical needs are provided for through local emergency managers or resources or through the Office of Emergency Management Operations unit.</p> <p>E. District Managers (or designee) will track and report status of confirmation effort at regular intervals as directed by the Child Welfare director (or Designee) identifying children whose safety has been confirmed, children who have been displaced, and children who have yet to be located. These status reports will continue until completed or directed to cease by the Child Welfare Director or designee.</p> <p>F. District Managers (or designee) will ensure foster parents/parents of children in the care of DHS will receive information on who to contact if their current status or location changes or they need</p>

	<p>additional assistance.</p> <p>G. District Managers will ensure all medically fragile youth in the care of DHS continue to receive services during the emergency or are identified to local emergency medical responders to ensure they receive further medical attention as needed.</p>
Essential Function:	2. Communication process with child care providers:
Process Description:	<b>Under development. Emergency Procedures for communicating with Foster Care providers have been provided to Child Care to guide their development.</b>
Essential Function:	3. Identification of evacuation procedures – Event known in advance
Process Description:	<p>Advance Notice Evacuations: During natural or human cause disasters that allow for evacuation notifications, DHS Child Welfare will obtain information through the Emergency Management Program and determine by zip code if children in Foster Care are subject to evacuations. If the affected area does affect Foster Homes DHS will:</p> <ul style="list-style-type: none"> <li>• Contact the Foster Parents to notify them of the potential evacuation</li> <li>• Provide the Foster Parents DHS contact information so that communication between DHS and the Foster Parents can be maintained</li> <li>• Identified Red Cross shelter locations if any have been opened</li> <li>• Develop a daily communication schedule throughout the course of the event.</li> </ul> <p>Advance notice evacuations may include inclement weather, risk of land slides, wildfires or industrial accidents.</p> <p><b>Wildfires:</b></p> <p>If an area is affected by a wildfire the Ready, Set, Go evacuation notification procedures will be observed. Information on evacuation levels during active wildfires are typically reported through local media and are update daily at <a href="http://inciweb.nwcg.gov/">http://inciweb.nwcg.gov/</a> .</p> <p><b>Level 1: Be Ready</b></p> <ul style="list-style-type: none"> <li>• There is an incident in the area.</li> <li>• Make preparations for evacuation and stay informed.</li> </ul>

	<ul style="list-style-type: none"> <li>• Evacuations are voluntary - residents are advised to leave if they need additional time or if they have health conditions</li> </ul> <p><b>Level 2: Be Set</b></p> <ul style="list-style-type: none"> <li>• There is significant danger and residents should either voluntarily evacuate or be prepared to leave at a moment's notice</li> <li>• This may be the only notice. If conditions rapidly deteriorate, EMS cannot guarantee everyone will be notified.</li> </ul> <p><b>Level 3: Go!</b></p> <ul style="list-style-type: none"> <li>• Danger is imminent – evacuate immediately!</li> </ul> <p>DHS Child Welfare will initiate contact with Foster Parents if an affected address is in a “Level 2: Be Set” evacuation notice.</p>
Essential Function:	4. Identification of evacuation procedures – Event not known in advance
Process Description:	<p>When a sudden event or disaster takes place, the Office of Emergency Management will provide command and control of emergency activities to include Initial Notifications, Initiating Emergency Declarations, activating Oregon Emergency Response System, and Determining Lines of succession and authorities. The desired completion for this will be within 2 hours.</p> <p>The Emergency Operations Control Center (EOCC) will establish communication structures for disaster information, situation awareness, contingency planning, and coordination. Any specific guidance for such as areas to be evacuated, and evacuation routes will be under the direction of the EOCC working with Local Emergency Managers.</p> <p>The Director of Child Welfare (or designee) will be responsible for ensuring that all evacuation of Child Welfare Staff and Foster Families is coordinated both through the EOCC and the local emergency managers- which will include District Managers pursuant to local emergency planning.</p>
Essential Function:	5. Identification of shelters
Process Description:	Local Planning Guides being developed include ESF 6 Mass Care Activities. The activities will be reported at regular intervals to the Emergency Operations Center. District Managers or designee will communicate resources and support needs to the Director of Child Welfare or designee who will ensure shelter support needs are communicated to the Emergency Operations Center.

	<p>A playbook for Emergency Planning developed by the State of Oregon OEM indicates timeframes and activities for mass care including identification of shelter facilities that will be considered as local planning guides are developed. This playbook is being used for exercise activities.</p> <p>An example is below:</p> <p><i>Within 3 hrs: local emergency managers in impacted areas will conduct initial assessments of sheltering and feeding needs. Communication with identified shelters will go through local emergency managers. Local emergency managers will provide assessment updates to the Emergency Operations Center to include requests for additional shelter support.</i></p> <p><i>Within 1-6 hrs: Local Emergency Managers will coordinate with ESF 3 (Public Works) to prioritize surviving facilities in the impacted areas for potential use for mass care operations. Local Emergency Managers will request aerial assessment of mass care operational locations and staging areas. Local Emergency Managers will ensure assessment of access and function needs populations that may require special assistance</i></p> <p>Within 6 hrs, The activities related to shelter identification shift to identification, coordination with local emergency management, monitoring and support to include feeding, emergency power, potable water, and wastewater systems.</p> <p>Within 24 hrs, coordination with federal liaisons in designated areas to facilitate requests and needs for mass care assistance.</p> <p>Within 8 days, the shift in supporting mass care and specific shelter support considers long term planning and crisis counseling to sustain the safety of shelter support.</p>
Essential Function:	6. Parental notification procedures
Process Description:	<b>Under development. Emergency Procedures for communicating with Parents, which will include notification and responding to parental requests for information will be drafted to include using available communication tools and alerts.</b>
Essential Function:	7. Alternative processes for providing continued services
Process Description:	<b>Under development. Emergency Procedures to include alternate processes for providing continued services will consider samples from other states and will be vetted with central office and field managers. This will also list the most critical services and how they will be continued to be provided during and after an event.</b>



Essential Function:	8. Staff assignment process
Process Description:	<p><b>Under development. Existing emergency plans take into account that many staff will be caring for their own families in the impacted area prior to being available to support operations. How local managers determine availability of their staff and what priorities must receive staff assignment first will be identified. A process for identifying additional staff needs through the director’s office or identified designee will also be included. Finally, samples of best practices or processes will also be considered.</b></p> <p><b>Mission Critical functions for staff assignment will include:</b></p> <ul style="list-style-type: none"> <li>• <b>Confirming children’s and foster parent status related to life safety</b></li> <li>• <b>Receiving reports of child abuse</b></li> <li>• <b>Responding to reports of child abuse</b></li> <li>• <b>Interstate communication</b></li> <li>• <b>Emergency Licensing and Certification of Providers</b></li> <li>• <b>Meeting medical needs of Children with critical care previously identified (IE Nursing care, Medication)</b></li> <li>• <b>Monitoring and Maintaining in Home Safety Plans</b></li> <li>• <b>Court appearances</b></li> <li>• <b>Child Visitation</b></li> </ul>
Essential Function:	9. Workload planning
Process Description:	<b>Same as 8. Staff Assignment Process.</b>
Essential Function:	10. Alternative locations for operations
Process Description:	<p><b>Under Development. Plan will consider emergency planning being done by DHS Facilities and the Office of Emergency Management. Here is an example of what is being addressed in Local Emergency Plans:</b></p> <p>Alternate facilities are addressed in the BCP Initial Planning Workshop in each district. There are a few levels we are putting together. In order here is what they are piecing together.</p> <ol style="list-style-type: none"> <li>1. Districts identify other DHS OHA locations in their area that they might be able to place personnel in should they lose their primary facility</li> </ol>

	<ol style="list-style-type: none"> <li>2. Districts identify all other state offices as potential locations in a major incident</li> <li>3. Districts identify all hotels/convention centers/fair grounds/etc. in the area that may have internet and conference/ball rooms that we could temporarily use. Facilities could then engage in an emergency contract to acquire the space if necessary</li> <li>4. Mission Critical Functions will determine space requirements. These space requirements will become part of the BCP which Facilities could use during emergencies.</li> </ol>
Essential Function:	11. Orientation and ongoing training
Process Description:	<p><b>Under development. Plans from other states and internal discussions will be needed to address the details of an Orientation (including Onboarding) and Ongoing Training. Here are initial considerations for this part of the plan:</b></p> <ol style="list-style-type: none"> <li>1. Shifting resources to shore up program areas where staffing has been impacted by the disaster.</li> <li>2. Out of area (to include in state and out of state) resources deployed to impacted area that require Orientation and training.</li> <li>3. Rapid hiring in areas to be deployed to support impacted areas or to support branches who have sent trained staff to support impacted areas.</li> <li>4. If the disaster event means families are moved to safer areas, a rapid change in demographics is possible where increased training will be necessary to support the influx in staff needed to support the influx in families.</li> </ol>
<b>CWS Disaster Response Criteria B:</b>	<b>Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases:</b>
Essential Function:	1. Investigation process
Process Description:	<b>Under development. Local plans will consider mission critical functions identified under 8. staff assignment and relying on existing resources pending the addition of support necessary to address all critical functions adequately. Initial and Ongoing Communication of what support is needed to meet the gaps identified in the ability to perform mission Critical Functions will be included.</b>
Essential Function:	2. Determine circumstances surrounding the child’s potential entrance
Process Description:	<b>Same as above: 1. Investigative Process.</b>
Essential Function:	3. Implementation process for providing new services

Process Description:	<b>Same as above 1. Investigative Process.</b>
Essential Function:	4. Services emphasizing reunification due to disaster
Process Description:	<b>Same as above 1. Investigative Process.</b>
<b>CWS Disaster Response Criteria C:</b>	<b>Address and provide care for unaccompanied minors and unaccompanied non-minor dependents:</b>
Essential Function:	1. Structure – child welfare personnel
Process Description:	<b>Under development: Local emergency Plans will consider utilizing available staff and emergency response personnel to assure care for unaccompanied minors and unaccompanied non-minor dependents. The critical goals of keeping families intact, addressing safety concerns (including the lack of parental care, support, and supervision due to disaster) will be included. Also, included will be response to unaccompanied arrivals to local shelters and DHS offices. The response plans will address gathering initial identifying information and identifying information for immediate family and relatives to assist in reunification.</b>
Essential Function:	2. Address language barriers to communicate quickly and effectively
Process Description:	<b>Under Development: The existing process for Language support through bilingual staff and contracted providers will be used if possible. Our ability to provide In-person interpretation support or interpretation services using phone systems will likely be compromised in impacted areas due to a disaster. In this circumstance, emergency procedures to provide Language support will be developed and included in local emergency Plans.</b>
Essential Function:	3. Determine likelihood of reunification and steps toward reunification
Process Description:	<b>Under Development: The existing procedures for assessment activities, identifying legal parents, safety threat identification and safety planning to include reunification planning will likely be the same during a disaster event. The potential and more children or families being separated or the volume of children needing reunification planning will be some of the additional considerations.</b>

Essential Description:	4. Assess and make a determination within 30 days
Process Description:	<b>1. Under Development: see 3.Determine likelihood of reunification and steps toward reunification.</b>
<b>CWS Disaster Response Criteria D:</b>	<b>Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster:</b>
Essential Function:	1. Communication structure – staff
Process Description:	<b>Under Development: Assessing the status of child welfare staff in the area impacted by an event will be the responsibility of local managers. Displaced staff will need support similar to the general population in the impacted area. The emergency communication process for field and central office staff displaced by a disaster will need to be defined in local emergency planning workshops.</b>
Essential Function:	2. Communication structure – child welfare personnel (phone tree)
Process Description:	<b>Under Development: Emergency contact lists exist for all DHS staff. In the event of a disaster, emergency communication to notify and give direction to staff will need to be developed in the local emergency planning workshops.</b>
Essential Function:	3. Communication structure – contracted services
Process Description:	<b>Under Development: Emergency communication to contractors who provide services and supports to families receiving services will need to be developed as part of local planning workshops. Local managers will need guidance to plan for assessing contractor capabilities to continue current services and to meet increased needs that can be expected with a disaster. Emergency contracting capability is expected as part of the local emergency planning workshops.</b>
Essential Function:	4. Communication process when all normal channels are unavailable
Process Description:	<b>Under Development: Emergency methods of communication to include assessing availability of communication systems and networks begins as part of ESF 2, Communications within 0-3 hrs of an event. Initial activities such as activation of</b>

	<p><b>Emergency Alert System (EAS) and disseminating Integrated Public Alerts and Warning System (IPAWS) messages will be undertaken. Assessing and coordinating temporary communication capabilities to impacted areas will be a critical part of initial activities under ESF 2, Communications. Also included will be establishing amateur radio contact, and integrating amateur radio networks to augment connectivity to Military Auxiliary Radio Systems (MARS), Radio Amateur Civil Emergency Services (RACES), and maritime VHF radio communities. Local Emergency Planning will incorporate ESF 2, Communication activities through 6 weeks after a disaster to ensure detailed communication planning for an event.</b></p>
Essential Function:	5. Communication frequency:
Process Description:	<b>Under Development: see above. This will be identified as part of Local Emergency Planning.</b>
Essential Function:	6. Communication with media
Process Description:	<b>Under Development: ESF 14, Public information will begin within 0-3 hrs to identify communication capabilities and methods to support public messaging. Sustaining these capabilities and methods to ensure public messaging about health and safety, updates to executive emergency managers regarding available public information resources, limitations, and strategies will require further planning and exercising for both statewide and local emergency management teams.</b>
Essential Function:	7. Communication with volunteers
Process Description:	<b>Under Development. ESF 15, Volunteers and donations covers determining capabilities of humanitarian groups within Oregon, coordinating early response activities such as damage assessment operations, and coordinating public announcements on how and what to donate and how to volunteer. ESF 15 activities begin within 0-3 hours and continue throughout disaster response operations. Local Emergency Planning workshops will detail ESF 15 activities and timeframes.</b>

Essential Function:	8. Establishment of a toll-free number prior to disaster (include TTY)
Process Description:	<b>A toll free number has been established and is operational (Emergency Disaster Hotline: 1-866-610-2581).</b>
<b>CWS Disaster Response Criteria E:</b>	<b>Preserve essential program records:</b>
<b>Essential Function:</b>	1. Record preservation process
<b>Process Description:</b>	<b>Under Development. Business Continuity procedures will alternative processes to support child welfare operations to include paper processes in lieu of electronic processing in the event of system disruption. These processes will included preserving records until they can be uploaded and destroyed or archived according to records preservation rules.</b>
<b>Essential Function:</b>	2. Use of off-site back-up system
<b>Process Description:</b>	<b>Under Development. Off-site back-up systems for preserving records will be detailed as part of local emergency planning workshops.</b>
<b>CWS Disaster Response Criteria F:</b>	<b>Coordinate services and share information with other states and counties, include a description of the process utilized by the county to ensure that information regarding children placed pursuant to the Interstate Compact on the Placement of Children (ICPC) occurs with both the sending state and CDSS:</b>
<b>Essential Function:</b>	1. Interstate Compact on the Placement of Children reporting process must include a process that disseminates information to both the sending state and CDSS
<b>Process Description:</b>	<b>Under Development. Emergency procedures will need detailed planning efforts and will be scheduled for development.</b>
<b>Essential Function:</b>	2. Mental health providers

Process Description:	<b>Under Development: ESF 8 Health and Medical includes detailed emergency planning within 12-24 hrs to include assessing Mental Health capabilities and providing to services and support to impacted areas to include shelters.</b>
Essential Function:	3. Courts
Process Description:	<b>Under Development: This will be part of local emergency planning workshops.</b>
Essential Function:	4. Federal partners
Process Description:	<b>Under Development: Within 1-7 days, establishing communication and support with agencies capable of providing outside assistance will be initiated for all ESF activities. Federal Partners include, but are not limited to US Department of Transportation, FEMA, US Army Corps of Engineers, National Oceanic and Atmospheric Administration, US Coast Guard, Department of Interior Bureau of Reclamation, Department of Agriculture (USDA)/Forest Service, Department of Homeland Security, etc. All outside support activities will be coordinated through the Emergency Operations Center.</b>
Essential Function:	5. CDSS
Process Description:	<b>Under Development.</b>
Essential Function:	6. Tribes
Process Description:	<b>Under Development: Communication and coordination with Tribes within and outside Oregon will begin as part of ESF 16, Law Enforcement to begin coordination and support for public safety and emergency response supports for tribes within 0-3 hrs. These procedures and processes will be detailed in emergency planning workshops and tribes and among the participants in this local planning effort.</b>
Essential Function:	7. Volunteers

Process Description:	<b>Under Development: ESF 15, Volunteers and Donations will begin within 0-3 hrs and continue throughout the response to an event or disaster. Statewide planning through the Emergency Operations Center as well as local planning through local emergency planning workshops will establish communication and procedures with affiliated and unaffiliated volunteer organizations.</b>



**DHS CHILD WELFARE PROGRAM MANAGER LIST****District 1 - Columbia, Clatsop, Tillamook**

Name	Position	Desk Phone	Cell	Email
Alicia Meyers	CW Program Manager	Best to Contact on Cell	(503) 812-8211	<a href="mailto:ALICIA.D.MEYERS@dhsosha.state.or.us">ALICIA.D.MEYERS@dhsosha.state.or.us</a>

**District 2 - Midtown, Alberta, East, Gresham**

Name	Position	Desk Phone	Cell	Email
David Pike - Midtown	CW Program Manager	(971) 673-1854		<a href="mailto:David.Pike@dhsosha.state.or.us">David.Pike@dhsosha.state.or.us</a>
Edgar Perez - Alberta	CW Program Manager	(971) 673-6725	(503)961-2069	<a href="mailto:Edgar.PEREZ@dhsosha.state.or.us">Edgar.PEREZ@dhsosha.state.or.us</a>
Cheryl Baldomaro-Lucas - East	CW Program Manager	(971) 673-2175	(503)841-7616	<a href="mailto:Cheryl.M.BALDOMAROLUCAS@dhsosha.state.or.us">Cheryl.M.BALDOMAROLUCAS@dhsosha.state.or.us</a>
John Richmond - Gresham	CW Program Manager	(503) 674-3619 x 384	(503) 961-5402	<a href="mailto:JOHN.W.RICHMOND@dhsosha.state.or.us">JOHN.W.RICHMOND@dhsosha.state.or.us</a>
Kellie Barber	CW Program Manager	(503) 872-5573	(503) 757-8581	<a href="mailto:Kellie.Barber@dhsosha.state.or.us">Kellie.Barber@dhsosha.state.or.us</a>
Kirby Crawford	CW Program Manager	(503) 872-6968	(503)754-2869	<a href="mailto:KIRBY.L.CRAWFORD@dhsosha.state.or.us">KIRBY.L.CRAWFORD@dhsosha.state.or.us</a>

**District 3 - Marion, Polk, Yamhill**

Name	Position	Desk Phone	Cell	Email
Ormond Fredericks	CW Program Manager	(503) 378-3990	(503) 703-7268	<a href="mailto:Ormond.Fredericks@dhsosha.state.or.us">Ormond.Fredericks@dhsosha.state.or.us</a>
Dawn Hunter - Marion	CW Program Manager	(503) 378-3655	(503) 559-9693	<a href="mailto:Dawn.HUNTER@dhsosha.state.or.us">Dawn.HUNTER@dhsosha.state.or.us</a>
Stacey Daeschner - Polk/Yamhill	CW Program Manager	(503) 623-8118x268(Polk) (503)474-5601	(503) 884-2948	<a href="mailto:Stacey.DAESCHNER@dhsosha.state.or.us">Stacey.DAESCHNER@dhsosha.state.or.us</a>

**District 4 - Linn, Benton, Lincoln**

Name	Position	Desk Phone	Cell	Email
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City of McMinnville

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**OREGON EMERGENCY MANAGEMENT**  
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Fella, Clint	clint.fella	22227
Grogan, Cory	cory.grogan	22283
Gurley, Michael	michael.gurley	22284
Gwin, Dan	dan.gwin	22290
Hall, Bev	bev.hall	22223
Hogan, Monte	monte.hogan	22289
Holien, Laurie	laurie.holien	22225
Hutchinson, Kelsey	kelsey.hutchinson	22274
Jimenez, Doug	doug.jimenez	22255
Kazlauskas, Darrin	darrin.kazlauskas	22263
Lauritsen, Connie	connie.lauritsen	22249
Lucas, Scott	scott.lucas	22238
Lustig, Pat	pat.lustig	22294
Marheine, Matt	matt.marheine	22239
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Neet, Darrell	darrell.neet	22293
Negele, Paula	paula.negele	22283
O'Day, Christine	christine.oday	22244
Parmelee, Karen	karen.parmelee	22231
Phelps, Andrew	andrew.phelps	22292
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Pope, Pat	pat.pope	22228
Rau, Erik	erik.rau	22252
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Sexton, Toni	toni.sexton	22230
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 Debbie Moller, Private Sector Partnership Program Manager  
 Genevieve Ziebell, Executive Assistant, Director's Office

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 Dan Gwin, Program Analyst  
 Joseph Murray, Planner  
 Darrell Neet, Special Projects Coordinator  
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 Dennis Sigrist, State Hazard Mitigation Officer  
 Julie Slevin, State Public Assistance Officer  
 Vacant, Grants Program Accountant  
 Vacant, Disaster Grants Accountant

### **Operations and Preparedness Section**

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 Kelsey Hutchinson, 9-1-1 Office Specialist  
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 Jeanie Stark, 9-1-1 Program Assistant  
 Gordon Tiemeyer, 9-1-1 PSAP Relations Coordinator  
 Vacant, 9-1-1 GIS Database Analyst

**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
<p><b>CORE - Fundamentals of Child Welfare</b>                      Child Welfare CORE Training is mandatory for all new child welfare staff classified as Social Services Specialists 1 and other employees who perform functions generally assigned to these classifications. Employees must complete CORE prior to having responsibility for a child welfare caseload. Newly hired employees must be attending or have completed training within three months. CORE meets the statutory requirements outlined in ORE 418.749 for all Child Protective Services staff that screen, assess and investigate allegations of child abuse and neglect.</p>	<p>This two week cluster introduces the participant to an array of social issues common in child welfare and provides strategies for implementing best practice standards when working with children and families. Topics include but are not limited to domestic violence, mental illness, substance abuse, child sexual abuse (including requirements revolving around CSEC), drug endangered children, developmental issues of abused children, and child neglect. Sessions providing a foundation for child welfare practice include educational resources, working with relative and non-relative caregivers, cultural considerations, the Indian Child Welfare Act, engagement skills, self-sufficiency, and a caseworker's role in the courtroom.</p>	<p>2 weeks</p>	<p>PSU</p>	<p>Social Service Specialist 1 (SSS1) Case carrying workers</p>	<p>\$2,770,792 (per biennium)</p>	<p>RMS (Random Moment Sampling)</p>

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
<b>CORE – Life of a Case</b>	This two week cluster introduces the participant to all aspects of the Oregon Performance Model, from initial contact to reunification and case closure, and sessions covering screening, mandatory reporting, interviewing children, visitation planning and vicarious traumatization. Sessions supporting legally sound casework practice and concurrent permanency planning are provided and include identifying fathers, diligent relative search, placement priorities, reasonable efforts, types of juvenile court hearings, and Citizen Review Boards.	2 weeks	PSU	Social Service Specialist 1 (SSS1) Case carrying workers	See cost above (this total cost includes this class)	RMS (Random Moment Sampling)
<b>CORE – Pathways To Permanency: Implementing the Concurrent Plan</b>	This one week training will introduce values and policies that provide a framework for case management responsibilities related to developing a concurrent permanency plan when children are unable to return home.	1 week	PSU	Social Service Specialist (SSS1) Case carrying workers	Included in CORE costs from PSU	RMS (Random Moment Sampling)
<b>Trauma Informed Practice Strategies (TIPS) for Child Welfare Workers</b>	The goal of this course is to give Child Welfare workers additional tools to assist in working with traumatized individuals. Upon completion of this course, attendees will be able to understand the impact of trauma on development and behaviors of children and families. They will also be able to identify and address specific trauma-related needs of children and families, as well as integrate a trauma-informed approach to effectively engage, plan for, and serve children and families. This two-day training for Child Welfare caseworkers is highly recommended to be completed prior to attending CORE training	2 Days	PSU	Caseworkers	Included in CORE costs from PSU	RMS (Random Moment Sampling)

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
<b>Confirming Safe Environments (CSE)</b>	and is required within a year of hire. After a child is placed in foster or relative care, it is the Department's responsibility to assure their safety and well-being, and the placement setting is held to a higher safety standard than the child's own home. Because of this increased responsibility and higher safety standard, it is critical for the Department to continuously confirm safe environments for the children we have placed in substitute care. It's important for us to understand that the quality of a safe environment can change over time as families themselves experience changes, stress, crisis and the pressures of daily life. The challenge for us as child welfare professionals is to be aware of these changes in a timely way. For that reason, safety assessment for children in out of home care must exist within a process rather than being an event-oriented/time-specific task such as through licensing or re-certification studies.	1 Day	PSU	Social Service Specialist (SSS1) Case carrying workers, Supervisors, and Social Service Associates (SSAs)	\$89,000	RMS (Random Moment Sampling)
<b>Adoption and Safe Families Act (ASFA)</b>	The Adoption and Safe Families Act (ASFA) training is mandatory for new child welfare workers in Oregon. The purpose of this training is to orient participants to ASFA and its related timelines.	Computer Based Training (self-paced)	PSU	Caseworkers, complete within 3 months of hire	Included in CORE costs from PSU	RMS (Random Moment Sampling)
<b>Multi-Ethnic Placement Act (MEPA)</b>	What is MEPA (Multi-Ethnic Placement Act)? What is at the heart of this federal law? Why does this law exist and how does it benefit children? This required course is designed to apply to all child welfare staff and supervisors placing children in substitute care, including	Computer Based Training (self-paced)	PSU	Caseworkers, complete within 3 months of hire	Included in CORE costs from PSU	RMS (Random Moment Sampling)



**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
	foster care and adoptions.					
<b>Confidentiality in Child Welfare</b>	This computer-based training will cover the laws and policies around confidentiality in the field of child welfare. The laws surrounding child welfare records are confusing and often legal advice will be necessary to determine which statute will prevail in a given circumstance.	Computer Based Training (self-paced)	PSU	Caseworkers, complete within 3 months of hire	Included in CORE costs from PSU	RMS (Random Moment Sampling)
<b>Advocating for Educational Services</b>	This training will equip workers with information needed to advocate for the educational rights of children in care. Workers will learn how to promote the educational achievement of children and young adults through participation on teams that perform academic assessment, planning and goal setting. Strategies for working collaboratively with caregivers, school districts, and educational surrogates will be given.	3 hours (NetLink)	PSU	Caseworkers, complete within 3 months of hire	Included in CORE costs from PSU	RMS (Random Moment Sampling)
<b>Social Service Assistant (SSA)</b>	Social Service Assistant Training is an interactive, professional development activity that focuses on the essential skills and knowledge SSAs need to support the safety and permanency of children and families served by Child Welfare.	6 days	PSU	Social Service Assistants (SSA) complete within 6 months of hire	\$319,523	RMS (Random Moment Sampling)

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
	<p>Social Service Assistants will 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 top areas related to the primary functions of the Social Services Assistant position. Topics include, but are not limited to: Using the Oregon Performance Model to ensure safe and meaningful visits; Family Culture and Parenting Styles, Parent Coaching, Child Development, Engagement and Communication which includes information on the Stages of Change and Motivational Interviewing, Documentation and Court Presentations.</p>					
<b>Supervisory Training</b>	<p><b>Module 1:</b> Making the transition from Social Worker to Supervisor  <b>Module 2:</b> Achieving excellence in staff performance  <b>Module 3:</b> Building a cohesive work group  <b>Module 4:</b> Promoting the growth and development of staff  <b>Module 5:</b> Case consultation and supervision  <b>Module 6:</b> Managing effectively within the organization</p>	<p>12 days  (96 hours)  Offered 2 x a year</p>	PSU	CW Line Supervisors	\$434,087	RMS (Random Moment Sampling)

**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
<p><b>Certification and Adoption Worker Training</b></p> <p>Provides baseline instruction in key policy and best practice standards for new certifiers and adoption workers.</p>	<p>This two week training covers the most up to date information on policy and best practice in working with foster, adoptive and relative caregivers. Topics include: assessment using the SAFE home study model as the foundation, interviewing skills, expedited placements, relative placements, safety standards, criminal background checks, committee presentations, supporting caregivers, allegations in out of home care, caring for sexually reactive children, developmental challenges of adoption, disruption, supervision, finalization, financial assistance through permanency, transitions, mediation and openness.</p>	<p>10 days</p> <p>Offered 2 x a year</p>	PSU	Adoption Workers, foster home certifiers, & staff who complete relative, foster care, & adoption home studies.	\$507,466 (per-biennium)	RMS (Random Moment Sampling)
<p><b>Adoption Tools and Techniques Training</b></p>	<p>This three-day training is offered twice a year and builds upon the learning objectives from Pathways to Permanency Training. The in-depth content includes the legal, procedural, and therapeutic components needed to achieve a permanent home for children when that home will be an adoptive home. This training will focus on the importance of maintaining children's connections to important communities and individuals that are appropriate to continue to support their lifelong well being.</p>	3 days	PSU	Social Service Specialist 1 (SSS1) Case carrying workers	Included in Certifier & Adoption Worker Training costs from PSU	RMS (Random Moment Sampling)
<p><b>Foundations: Training of Trainers</b></p> <p>Training on the delivery of Foundations training for foster parents and adoptive parents. All staff who trains on this curriculum is expected to attend and are provided a</p>	<p>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.</p>	4 days	PSU	Staff who train Foundations for foster and adoptive parents	Included in Certifier & Adoption Worker costs from PSU	RMS (Random Moment Sampling)

**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
participant handbook and receive instruction to both the curriculum and training delivery strategies.						
<b>CSEC Netlink</b>  The course goes over the federal law and the local rule and policy in detail. We will cover risk factors and concerns for CSEC youth. We will be covering trauma informed practice and treatment options as well as engagement strategies.		3 hours (Netlink)	PSU	Social Service Specialist 1 (SSS1) Case carrying workers	Included in CORE costs from PSU	RMS (Random Moment Sampling)
<b>Specialized and Ongoing Professional Development</b>  Resources allocated to support the roll-out of the Differential Response model in Oregon.			PSU			
<b>Foster / Relative / Adoptive Parent Training</b>	<b><u>CATEGORIES &amp; SAMPLE OF TRAININGS:</u></b>  <b><u>Adolescence</u></b> <ul style="list-style-type: none"> <li>• Caring for Sexual Minority Youth</li> <li>• A Caregiver’s Guide to Bullies, Victims &amp; Bystanders</li> <li>• Common Mental Health Issues in Teens</li> <li>• Ten Tips for Parenting Teens</li> </ul>	Varies	PSU	Foster Parents	\$1,267,496	Title IV-E Foster Care

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
	<ul style="list-style-type: none"> <li>• On the Move – Aging Out of Foster Care</li> <li>• Parenting in the Digital Age</li> <li><b><u>Adoption</u></b> <ul style="list-style-type: none"> <li>• Adoption Issues throughout Life</li> <li>• Loss and Grief (also available in Spanish)</li> <li>• The Foster to Adoption Shift</li> </ul> </li> <li><b><u>Behavior Management</u></b> <ul style="list-style-type: none"> <li>• Fun and Creative Parenting</li> <li>• Managing Difficult Behaviors in Young Children</li> <li>• Pouting to Punching</li> <li>• Parenting Children with ADD/ADHD Fundamentals (also available in Spanish)</li> </ul> </li> <li><b><u>Child Development</u></b> <ul style="list-style-type: none"> <li>• Educational Rights of Children and Youth</li> <li>• Fetal Alcohol Spectrum Disorder Fundamentals</li> <li>• The Tween Puzzle</li> </ul> </li> <li><b><u>Communication</u></b> <ul style="list-style-type: none"> <li>• Collaborative Problem Solving (also available in Spanish)</li> <li>• Confidentiality Issues for Caregivers</li> <li>• Taking Note of Your Work with DHS (also available in Spanish)</li> </ul> </li> <li><b><u>Families</u></b> <ul style="list-style-type: none"> <li>• Foster Parents in Juvenile Court</li> <li>• Loss and Grief (also available in Spanish)</li> </ul> </li> </ul>					

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
	<ul style="list-style-type: none"> <li>• Supporting Children Exposed to Domestic Violence</li> <li>• Permanency Options for Caregivers</li> </ul> <p><b><u>Health &amp; Safety</u></b></p> <ul style="list-style-type: none"> <li>• Caring for Sexual Minority Youth</li> <li>• Caring for the Sexually Abused child</li> <li>• Fetal Alcohol Spectrum Disorder Fundamentals</li> </ul> <p><b><u>Neglect &amp; Abuse</u></b></p> <ul style="list-style-type: none"> <li>• Effects of Trauma on Learning in Children 0 to 18</li> <li>• Understanding &amp; Responding to the Sexual Behaviors of Children</li> </ul> <p><b><u>Self-Development</u></b></p> <ul style="list-style-type: none"> <li>• Executive Functions: Stop, Look and Listen</li> <li>• Proper Hair and Skin Care of Ethnic and Biracial Children</li> <li>• Strategies for successful Fostering</li> </ul> <p><b><u>Special Needs</u></b></p> <ul style="list-style-type: none"> <li>• Methamphetamine Endangered Children</li> <li>• Parenting a Child with Special Needs</li> </ul>					

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
<b>Differential Response (DR)</b>	<p><b><u>Day 1</u></b>            1: DR Overview            Advanced Engagement</p> <p align="right">Module</p> <p>Module 2:            3 hours            3 hours</p> <p><b><u>Day 2</u></b>            Module 3: Collaboration in DR &amp;            Strength Needs Tool            Module 4 &amp; 5: OSM and TIPS</p> <p>3 hours            3 hours            3 hours</p> <p><b><u>Day 3</u></b>            Module 6: Screening</p> <p>6 hours            6 hours</p> <p><b><u>Day 4</u></b>            Module 7: Assessment</p> <p>1 hour</p> <p><b>Other: Community Partners Overview</b></p>		PSU & DHS	<p>Select CW &amp; SS            TBD</p> <p>Providers &amp; Staff            Providers Only            Identified staff</p> <p>Screeners &amp; Mgmt            SSS1 workers</p> <p>Community            Partners</p>	\$286,521 (allocated \$\$ from Specialized and ongoing Professional Development)	RMS (Random Moment Sampling)

**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
<p><b>Oregon Safety Model (OSM) Refresher</b></p> <p>Computer-based trainings are available in order to offer the refresher information for all workers.</p>	<p>Session 1: Information Gathering in the 6 Domains            Session 2: Present Danger and Protective Action Plans            Session 3: Impending Danger and Initial Safety Plans            Session 4: Moderate to High Needs            Session 5: Safety Planning            Session 6: Conditions for Return            Session 7: Expected Outcomes</p>	90 min each	DHS-CW	All CW Workers	\$2,060.40 (Salary cost estimate)	RMS (Random Moment Sampling)
<p><b>Interstate Compact on Placement of Children (ICPC)</b></p>	<p>This training will introduce you to the ICPC regulations and procedures. It will teach you which form(s) to use and how to complete them. It will give you insight about when and why the ICPC process is needed. Lastly, it will provide you with resources that will enable you to be successful with your ICPC cases.</p>	2 hours (NetLink)	DHS-CW	All CW Caseworkers	\$2,060.40 (Salary cost estimate)	RMS (Random Moment Sampling)
<p><b>Missing Children or Young Adults from Substitute Care (CSEC Training)</b></p>	<p>Foster Children are at significant risk of being victims of sex trafficking. Professionals working with foster children need to be aware that traffickers target group homes and foster placements and, consequently, need to be armed with the requisite knowledge to effectively advocate for their young clients. Oregon has updated Administrative Rule and Procedure to improve system response to missing or run away children/young adults. This training will review procedure requirements for reporting/notifications, searching for missing children/young adults, what to do when a child/young adult is located and will provide tools to determine whether a child/young adult</p>	2 hours	DHS-CW	All CW Caseworkers	\$2,060.40 (Salary cost estimate)	RMS (Random Moment Sampling)




**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
	has been a victim of sex trafficking.					
<b>Youth Transition Planning</b>	The training will focus on the preparation for transition to adulthood and out of care. Participants will gain an understanding of the Comprehensive Transition Plans, New Health Care policies/mandates, Credit Reports, vital documents, etc. Participants will learn more about DHS requirements for assisting foster youth (age 16 or older) with creating a transition plan and learn the role DHS must have in the planning process to help youth transition to adulthood.	3 hours (NetLink)	DHS-CW	All CW Caseworkers	\$2,060.40 (Salary cost estimate)	RMS (Random Moment Sampling)
<b>Independent Living Program (ILP) Services</b>	The training will help to understand the array of services available through ILP contractors. You will learn how to secure services, understand the eligibility criteria for Housing, Chafee Education, Tuition and Fee Waiver for foster youth, how to pay for driver's education and have a better idea of how to help youth who are not enrolled with an ILP Provider! The main goal of the ILP is to help youth transition into adulthood with knowledge and skills to be self-sufficient and contributing members of their community.	3 hours (NetLink)	DHS-CW	All CW Caseworkers	Included with above	RMS (Random Moment Sampling)
<b>Disclosure Analysis Guidelines (DAG)</b>	Almost all Child Welfare documents contain confidential information that may need to be	Computer Based	DHS-CW	Caseworkers, complete	No Ongoing Costs	RMS (Random

**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
	redacted prior to disclosure. Analyzing what information DHS may disclose requires critical thinking skills. A resource guide was developed that includes a summary diagram and appendices meant to provide information necessary to guide critical thinking for the majority of questions related to disclosure and confidentiality.	Training (self-paced)		within 1 year of hire		Moment Sampling)
<b>Fathers in Dependency Cases</b>	After completing this course you will have reviewed: Categories of fathers; Ways to identify, locate & notify fathers with rights; How to resolve possible paternity issues; How to facilitate parentage testing; and Resources for additional paternity information.	Computer Based training (self-paced)	DHS- CW	All CW Caseworkers	No Ongoing Costs	RMS (Random Moment Sampling)
<b>Another Planned Permanent Living Arrangement (APPLA)</b>	The goal of this course is to provide child welfare professionals an overview of the appropriate use of APPLA and the requirements to thoroughly assess other permanency plans prior to recommending APPLA. There are six learning objectives for this course. They are: Define APPLA and recall the two types of APPLA plans. List the four permanency plans & order of preference. Recall APPLA requirements, procedures and timelines. Recall processes required to consider APPLA as a child's permanency plan. Determine actions and timelines when a proposed APPLA plan is not recommended. Recall the on-going department responsibilities when the court has approved APPLA as a child's permanency plan.	Computer Based Training (self-paced)	DHS- CW	All CW Caseworkers	No Ongoing Costs	RMS (Random Moment Sampling)

**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
<p><b>OR-Kids</b></p> <p>Training is provided in a variety of ways to appeal to all the different learning styles and to provide every individual with valuable resources to access as we prepare. Venues of training included webinars, conference calls and classroom trainings. Our OR-Kids On Line website is extensive and offers a wealth of information.</p>	<p>For more information on each course related to OR-Kids, please see the attached OR-Kids Curriculum spreadsheet attached below.</p>  <p>OR-Kids Curriculum-converte</p>	various	DHS CW Training and OR Kids system trainers	All CW staff, Tribes, Affected providers and community partners	\$1,653,467.16	RMS (Random Moment Sampling)
<b>ICWA Conference</b>	The ICWA Conference features in-depth training in the Indian Child Welfare Act. The main conference sessions, workshops and activities will provide participants a chance to learn about and come to understand the intent, purpose, practice and policy to provide best practices for Native American children and families and build upon Tribal/DHS relationships.	2.5 Days	DHS	CW staff, tribes, providers and community partners	\$20,000	RMS (Random Moment Sampling)
<b>SSA Summit</b>	The SSA Summits will focus on the increasing professional demands on Social Services Assistants in Oregon. The Summit is an opportunity for SSAs from across the state to come together, attend advanced workshops, and share ideas and resources.	1 Day	DHS	SSA	Included in the cost of SSA Training	RMS (Random Moment Sampling)
<b>CW-SS Supervisor Conference</b>	A joint session designed to give field supervisors from both Child Welfare and Self Sufficiency an opportunity to meet, learn about	2 Days	DHS	CW and SSP Supervisors	\$50,000	RMS (Random Moment)

**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
	mutually applicable topics related to supervision in their areas of expertise, training on policy and procedure, and learn and share best practices.					Sampling)
<b>CW Supervisor Quarterly</b>	A quarterly meeting to learn about changes to policy and procedure, receive training on updates that affect branch staff, and to receive updates and information from field operations leadership.	1 Day	DHS	CW Supervisors	\$50,000	RMS (Random Moment Sampling)
<b>SSP-CW Overview</b>	A regularly occurring course to educate Child Welfare workers about Self Sufficiency Programs, and Self Sufficiency workers about Child Welfare. They also leverage cross-functional opportunities and how to engage and interact with their partners in the other agency to best serve the families of Oregon.	2 Hours	DHS	CW and SSP staff	\$20,000 (Initial development and deployment) – being worked into Core and will be rolled into those costs from PSU	RMS (Random Moment Sampling)

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
<p><b>Masters in Social Work (MSW)</b></p> <p>There are two major options            * Portland Option            * Distance Option</p>	<p><b>Portland Option</b>, classes provided on PSU campus, is a 78 credit program. Students in our tuition assistance program who have selected public child welfare as their advanced practice concentration. The curriculum combines concurrent on-campus coursework and field placements and practicum education in our department. <b>Distance Option</b>, is a three-year program with a combination of courses offered on intensive weekends, onsite instruction and web-enhanced course delivery instruction with field practice placements within DHS Child Welfare in the students' local communities.</p>	<p>2 to 3 years</p>	<p>PSU</p>	<p>DHS CW employees and recruits</p>	<p>\$1,917,901</p>	<p>Title IV-E Foster Care</p>
<p><b>Bachelors Social Work (BSW)</b></p>	<p>The BSW Program prepares graduates to become professional generalist entry-level social workers/caseworkers to work for DHS Child Welfare.</p>	<p>1 year</p>	<p>PSU</p>	<p>DHS CW Employees and recruits</p>	<p>Combined with MSW</p>	<p>Title IV-E Foster Care</p>
<p><b>CASA Memorandum of Understanding</b></p>	<p>An interagency agreement is currently in place; See detailed matrix below on page 15</p>	<p>Various</p>	<p>CASA, DHS CW</p>	<p>CASA</p>	<p>See Matrix below for detailed costs.</p>	<p>Title IV-E Foster Care</p>

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
Oregon CASA IV-E Training Report for FY 2015-16						
<p><b>CASA Advocate Pre-Service Training</b> Provides CASA volunteer advocates with the knowledge and skills necessary to begin their volunteer advocate work. This training is mandatory prior to becoming a “party to the case” by the court and being assigned a case for an abused/neglected child under the care of Oregon’s child welfare system.</p>	<p>Title IV-E eligible training includes the following:  <ul style="list-style-type: none"> <li>- Introducing the law, the child protection system and the courts;</li> <li>- Developing cultural competence;</li> <li>- Understanding families;</li> <li>- Understanding children;</li> <li>- Communicating as a volunteer advocate;</li> <li>- Gathering information for court;</li> <li>- Reporting in court and monitoring a case</li> </ul> </p>	30-40 hours	Local CASA program directors and training staff	Prospective CASA volunteer advocates and local CASA program staff	\$240,992	
<p><b>CASA Advocate Pre-Service Flex Learning</b> Designed by the National CASA Association to offer a flexible option for pre-service training, is a blended approach that combines in-person and online training delivery. The training occurs in five sessions. Each session contains approximately 3 hours of self-guided work that participants complete online, and a 3-hour in-person session that participants attend as a</p>	<p>The online sessions introduce the participants to key elements for CASA volunteer work, allow participants to interact with others and to obtain tools for effective child advocacy. The in-person sessions use case studies to introduce participants to a variety of dynamics including poverty, mental health issues, substance abuse, domestic violence, etc. The Title IV-E eligible training units include the same units as described in the CASA Advocate Pre-Service Training</p>	15 hours of classroom time per training; training ongoing in local CASA programs	Local CASA program directors and training staff	Prospective CASA volunteer advocates	\$51,660	

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
group.						
<p><b>CASA In-Service Training</b> CASA volunteer advocates are required by the National CASA Association to participate in 12 hours of in-service training per year to remain active as a volunteer advocate.</p>	<p>Training topics are similar to, but more in-depth than the CASA Advocate Pre-Service Training, and may also include the culture of poverty and its effects on families, dynamics of domestic abuse, forensic interviewing, human trafficking, sexual assault, impact on the child of an incarcerated parent, substance abuse and relapse, providing effective testimony, conflict resolution, individualized education programs (IEPs) and resources for children with special needs, adoption process, gang activity, foster teens transitioning to independent living, and diversity and cultural competency, among many other topics relevant to serving abused and neglected children.</p>	<p>A minimum of 12 hours; training is ongoing in local CASA programs</p>	<p>Local CASA Program directors and training staff, contracted trainers, experienced CASA volunteers, professionals from the community</p>	<p>CASA volunteer advocates, CASA staff, Citizens Review Board members</p>	<p>\$139,301</p>	

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
<p><b>CASA Peer Coordinator Training Model</b>            Uses seasoned CASA volunteer advocates to support, coach, and supervise CASA volunteer advocates. The goal of the Peer Coordinator Model is to serve more children without having to increase staff and budget. The National CASA Association developed a 1.5 day training that includes coaching, situational leadership, motivation, dealing with challenging people, and operational nuts and bolts. The training is recommended for all CASA program staff as it is fundamental to the CASA service delivery model.</p>	<p>The Peer Coordinator Model places strong emphasis on support of and connection with CASA volunteer advocates. The National CASA Association recommends basing the training on "Moving Forward for Children," a set of training modules that include the following topics:</p> <ul style="list-style-type: none"> <li>- Empowering the volunteer</li> <li>- Fostering communication</li> <li>- Assessing volunteer skills</li> <li>- Setting goals</li> <li>- Building trust and connection</li> <li>- Critical thinking</li> <li>- Cultural competency</li> <li>- Negotiation and conflict resolution</li> <li>- Role clarification</li> </ul>	<p>12 hours initial training with ongoing in-service training; initial training is held periodically within local CASA programs as new peer coordinators are identified.</p>	<p>Local CASA program directors and their training staff, as well as National CASA staff</p>	<p>Prospective CASA Peer Coordinator volunteers and local CASA program staff</p>	<p>\$17,100</p>	



**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
<p><b>Foster Futures CASA Advocate In-Service Training</b> Blended-learning curriculum produced by the National Court Appointed Special Advocate Association that focuses on improving outcomes for older and emancipating youth (14-21 years of age) served by trained CASA/GAL volunteers. It has been informed by the 2008 Fostering Connections to Success Act and is inspired by a model of youth advocacy and development called Possible Selves.</p>	<p>The curriculum includes an online component of 2-4 hours and an in-person classroom component of 7-8 hours. In an effort to improve outcomes for older children aging out of the abuse and neglect system, the program trains advocates to assist older youth with goal-setting and achievement, to impart practical knowledge about independent living and forging healthy relationships, and to direct youth to appropriate local community resources.</p>	<p>8 hours of in-person training; training is held periodically in local CASA programs</p>	<p>Local CASA program directors and training staff</p>	<p>CASA volunteer advocates</p>	<p>\$25,000</p>	
<p><b>Oregon Volunteers Local CASA Program IV-E Training</b> The 2008 Federal Fostering Connections to Success Act modified the Federal Title IV-E program, a program which reimburses states for their efforts to provide safe and stable out of home care for eligible children until permanency is established. The modifications allowed</p>	<p>Oregon CASA directors and finance managers continue to be trained in the necessary record-keeping and processing to obtain IV-E reimbursement for their staff and volunteer training activities.</p>	<p>12 hours</p>	<p>Oregon Volunteers staff and Department of Human Services (DHS) staff</p>	<p>Local CASA program directors, program staff, and finance managers</p>	<p>\$18,985</p>	

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
states to offer Title IV-E eligibility and requirements, recordkeeping requirements, and the administrative process to submit Title IV-E reimbursement requests for eligible activities.						
<p><b>Shoulder-to-Shoulder Conference</b> A collaboration between the Oregon Foster Parent Association and the Department of Human Services, Children, Adults and Families Division.</p>	The conference offers educational topics and speakers that address issues which impact children and youth in all parts of the child welfare system. Examples of conference topics include trauma and resilience, family reunification, sexual exploitation of children, supporting connections between birth and bio families, supporting foster youth in special education, supporting LGBTQ youth and families in the foster care system, and others.	11 hours	DHS staff, professionals from the child welfare community, Juvenile Court staff	Local CASA Program staff and volunteer advocates	\$31,980	
<p><b>National CASA Association Conference</b> The annual multi-day National CASA Association conference is designed to strengthen CASA volunteer and staff skills related to advocating for abused and neglected children.</p>	Topics included equity, inclusion and identity, best advocacy practices, topics in child welfare, and judicial processes.	Up to 32 hours annually	National CASA staff and child welfare professionals	Local CASA Program staff, board members and volunteer advocates	\$138,420	

**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
<p><b>CRB Conference</b> Annual two-day conference designed to provide in-service training for CRB volunteers and other community members working within the child welfare and juvenile justice systems.</p>	<p>Topics included, but were not limited, to any of the following: communicating effectively with teens, navigating the legal landscape, conducting professional reviews of cases, DHS policies and programs, permanency, transition, adoption, and bias in decision-making.</p>	<p>16 hours</p>	<p>Juvenile court staff, judges, DHS staff, and other professionals</p>	<p>Local CASA Program staff and volunteer advocates</p>	<p>\$24,480</p>	
<p><b>National American Indian Conference on Child Abuse and Neglect</b> Designed to provide current information and skills related working with abused and neglected Native American children.</p>	<p>Topics covered at the conference include child welfare, foster care, and adoption services; data and research; children' mental health; youth and family involvement; and legal affairs and advocacy.</p>	<p>24 hours annually</p>	<p>National Indian Child Welfare Association staff and other child welfare professionals</p>	<p>Local CASA program staff and volunteer advocates</p>	<p>\$25,000</p>	

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
<p><b>Oregon Indian Child Welfare Act Conference</b> Every year, one of the nine Oregon Tribes co-hosts the Tribal/State ICWA Conference with DHS.</p>	<p>The ICWA conference provides essential training on the importance of the ICWA, best interests of Indian children, and the stability and security of those children, their tribes, families, and communities.</p>	<p>24 hours annually</p>	<p>Oregon Tribes, DHS staff, and other child welfare professionals</p>	<p>Local CASA program staff and volunteer advocates</p>	<p>\$25,000</p>	
<p><b>Juvenile Court Improvement Program Model Courts Child Abuse and Neglect Summit</b> Annual one-day Child Abuse and Neglect Summit for Model Court team members.</p>	<p>Addresses topics such as differential response, permanency, APPLA, domestic violence, visitation, and more.</p>	<p>8 hours annually</p>	<p>Judicial Department staff, judges, DHS staff, and other juvenile justice and child welfare professionals</p>	<p>Local CASA program staff and volunteer advocates involved in Model Court programs</p>	<p>\$12,000</p>	

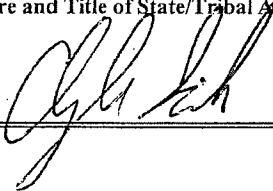

**2015  
Training Matrix**

Training Activity	Courses	Duration	Provider	Audience	Estimated Total Cost	Cost Allocation
<p><b>Region IX Head Start Association Conference</b> The annual Region IX Head Start Association conference.</p>	<p>Addresses topics such as family engagement, cultural effectiveness, child resiliency, inclusion, impact on children of parent mental illness, and much more.</p>		<p>Region IX Head Start Association and child serving professionals</p>	<p>Local CASA program staff</p>	<p>\$15,000</p>	
<p><b>Local CASA Program Staff Continuing Education</b> In addition to attending conferences (noted above), local CASA program staff attend smaller-scale training activities hosted by government and private entities with expertise in a wide range of topics relevant to serving abused and neglected children. Local CASA programs may also plan and host such trainings internally for their staff.</p>	<p>These smaller-scale trainings may address topics such as trauma-informed care, permanency, DHS practices, and much more. In addition, some trainings prepare staff to serve on Multi-Disciplinary Child Abuse Teams and Permanency Roundtables, among other groups</p>	<p>Varies</p>	<p>Local CASA program staff, DHS staff, and other professionals with expertise in topics relevant to serving abused and neglected children</p>	<p>Local CASA program staff</p>	<p>\$25,000</p>	

**2015  
Training Matrix**

<b>Training Activity</b>	<b>Courses</b>	<b>Duration</b>	<b>Provider</b>	<b>Audience</b>	<b>Estimated Total Cost</b>	<b>Cost Allocation</b>
<p><b>CASAManager Training</b>            CasaManager is a case management system designed specifically for Court Appointed Special Advocate programs. The case management software has been optimized to track everything from volunteer training through supervision of CASAs, and child referrals through assignments. It also produces lists, labels, and wide variety of statistical reports. Over 400 CASA programs throughout the US use CasaManager for the purpose of data management.</p>	<p>Oregon CASA programs have adopted CasaManager as the statewide data management system and need additional training to reach full implementation. Full implementation of CasaManager will build data management efficiency and accuracy in and, in turn, free up more advocate and staff time to focus on service delivery to abused and neglected children.</p>	<p>Varies</p>	<p>Oregon CASA Network and CASAManager staff</p>	<p>Local CASA program staff and volunteers, Oregon Volunteers staff</p>	<p>\$20,000</p>	

**CFS-101, Part I: Annual Budget Request for Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFCIP, and ETV**  
**Fiscal Year 2017, October 1, 2016 through September 30, 2017**

<b>1. State or Indian Tribal Organization (ITO): Oregon</b>		<b>2. EIN: 1-93-6001958-A3</b>	
<b>3. Address:</b> Department of Human Services, 500 Summer Street NE, Salem, OR 97301		<b>4. Submission:</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> Revision	
<b>5. Total estimated title IV-B Subpart 1, Child Welfare Services (CWS) Funds</b>		\$ 3,345,439	
a) Total administration (not to exceed 10% of title IV-B Subpart 1 estimated allotment)		\$ 66,909	
<b>6. Total estimated title IV-B Subpart 2, Provides Safe and Stable Families (PSSF) Funds. This amount should equal the sum of lines a - f.</b>		\$ 4,050,268	
a) Total Family Preservation Services		\$ 1,012,567	
b) Total Family Support Services		\$ 1,093,572	
c) Total Time-Limited Family Reunification Services		\$ 931,562	
d) Total Adoption Promotion and Support Services		\$ 891,059	
e) Total for Other Service Related Activities (e.g. planning)		\$ 81,005	
f) Total administration (FOR STATES ONLY: not to exceed 10% of title IV-Bsubpart 2 estimated allotment)		\$ 40,503	
<b>7. Total estimated Monthly Caseworker Visit (MCV) Funds (FOR STATES ONLY)</b>		\$ 255,127	
a) Total administration (FOR STATES ONLY: not to exceed 10% of estimated MCV allotment)		\$ -	
<b>8. Re-allotment of title IV-B subparts 1 &amp; 2 funds for States and Indian Tribal Organizations:</b>			
a) Indicate the amount of the State's/Tribe's allotment that will not be required to carry out the following programs: CWS \$ _____, PSSF \$ _____, and/or MCV(States only)\$ _____.			
b) If additional funds become available to States and ITOs, specify the amount of additional funds the States or Tribes requesting: CWS \$334,543, PSSF \$405,026, and/or MCV(States only)\$25,512.			
<b>9. Child Abuse Prevention and Treatment Act (CAPTA) State Grant (no State match required):</b> Estimated Amount plus additional allocation, as available. (FOR STATES ONLY)		\$ 618,366	
<b>10. Estimated Chafee Foster Care Independence Program (CFCIP) funds</b>		\$ 2,323,888	
a) Indicate the amount of State's or Tribe's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)		\$ 150,000	
<b>11. Estimated Education and Training Voucher (ETV) funds</b>		\$ 754,107	
<b>12. Re-allotment of CFCIP and ETV Program Funds:</b>			
a) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out CFCIP Program		\$ -	
b) Indicate the amount of the State's or Tribe's allotment that will not be required to carry out ETV Program		\$ -	
c) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for CFCIP Program		\$ 350,000	
d) If additional funds become available to States or Tribes, specify the amount of additional funds the State or Tribe is requesting for ETV Program		\$ 125,000	
<b>13. Certification by State Agency and/or Indian Tribal Organization.</b>			
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 Children's Bureau.			
<b>Signature and Title of State/Tribal Agency Official</b>		<b>Signature and Title of Central Office Official</b>	
			

**CFS-101 Part II: Annual Estimated Expenditure Summary of Child and Family Services**

State of Indian Tribal Organization (ITO): Oregon

For FY 2017: OCTOBER 1, 2016 TO SEPTEMBER 30, 2017

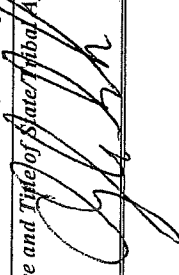

SERVICES/ACTIVITIES	(a) IV-B Subpart I-CWS	(b) IV-B Subpart II-PSSF	(c) IV-B Subpart II-MCV *	(d) CAPTA*	(e) CFCIP	(f) ETV	(g) TITLE IV-E**	(h) STATE, LOCAL, & DONATED FUNDS	(i) Number Individuals To Be Served	(j) Number Families To Be Served	(k) POPULATION TO BE SERVED	(l) GEOG. AREA TO BE SERVED
1.) PROTECTIVE SERVICES	\$ -			\$ 618,366			\$ -	\$ -	10,280	6,047	All children in need	Statewide
2.) CRISIS INTERVENTION (FAMILY PRESERVATION)	\$ 3,044,349	\$ 1,012,567		\$ -			\$ 10,834,338	\$ 6,551,710	9,423	4,538	Families in crisis	Statewide
3.) PREVENTION & SUPPORT SERVICES (FAMILY SUPPORT)	\$ -	\$ 1,093,572		\$ -			\$ -	\$ 1,434,160	11,645	7,136	Families in crisis	Statewide
4.) TIME-LIMITED FAMILY REUNIFICATION SERVICES	\$ -	\$ 931,562		\$ -			\$ -	\$ 310,521	20,306	11,729	Families in crisis	Statewide
5.) ADOPTION PROMOTION AND SUPPORT SERVICES	\$ -	\$ 891,059		\$ -			\$ -	\$ 297,020	17,775	17,746	All children in need	Statewide
6.) FOR OTHER SERVICE RELATED ACTIVITIES (e.g. planning)	\$ -	\$ 81,005		\$ -			\$ -	\$ 27,002	N/A	N/A	N/A	N/A
7.) FOSTER CARE MAINTENANCE: (a) FOSTER FAMILY & RELATIVE FOSTER CARE	\$ -						\$ 16,845,827	\$ 9,662,162	14,587	10,275	Children in foster care	Statewide
(b) GROUP/INST CARE	\$ 234,181						\$ 823,502	\$ 554,611	1,431	1,343	Children in foster care	Statewide
8.) ADOPTION SUBSIDY PMTS.	\$ -						\$ 32,954,417	\$ 18,901,471	16,668	16,643	Adopted children	Statewide
9.) GUARDIANSHIP ASSIST. PMTS.	\$ -						\$ 5,921,868	\$ 3,396,571	2,432	1,562	Children with legal guardianships	Statewide
10.) INDEPENDENT LIVING SERVICES	\$ -				\$ 2,323,888		\$ -	\$ 580,972	1,828	1,713	All eligible youth	Statewide
11.) EDUCATION AND TRAINING VOUCHERS	\$ -				\$ -	\$ 754,107	\$ -	\$ 188,527		372	All eligible youth	Statewide
12.) ADMINISTRATIVE COSTS	\$ 66,909	\$ 40,503	\$ -				\$ 58,356,972	\$ 63,338,050				
13.) FOSTER PARENT RECRUITMENT & TRAINING	\$ -	\$ -					\$ 1,492,856	\$ 943,267				
14.) ADOPTIVE PARENT RECRUITMENT & TRAINING	\$ -	\$ -					\$ 1,492,855	\$ 943,267				
15.) CHILD CARE RELATED TO EMPLOYMENT/TRAINING	\$ -	\$ -					\$ -	\$ -	N/A	N/A	N/A	N/A
16.) STAFF & EXTERNAL PARTNERS TRAINING	\$ -	\$ -					\$ 3,659,209	\$ 2,312,085				
17.) CASEWORKER RETENTION, RECRUITMENT & TRAINING	\$ -	\$ -	\$ 255,127				\$ -	\$ 87,536				
18.) TOTAL	\$ 3,345,439	\$ 4,050,268	\$ 255,127	\$ 618,366	\$ 2,323,888	\$ 754,107	\$ 132,381,844	\$ 109,528,932	N/A	N/A	N/A	N/A

\* These columns are for States only; Indian Tribes are not required to include information on these programs.

\*\* Only states or tribes operating an approved title IV-E waiver demonstration may enter information for rows 1-6 in column (g), indicating planned use of title IV-E funds for these purposes.



**CFS-101, PART III: Annual Expenditures for Title IV-B, Subparts 1 and 2, Chafee Foster Care Independence (CFCIP) and Education And Training Voucher (ETV) :  
 Fiscal Year 2014: October 1, 2013 through September 30, 2014**

1. State or Indian Tribal Organization (ITO): Oregon		2. EIN: 1-93-6001958-A3		3. Address: DHS, 500 Summer Street NE, Salem, OR 97301			
4. Submission: <input checked="" type="checkbox"/> New <input type="checkbox"/> Revision							
Description of Funds		Estimated Expenditures	Actual Expenditures	Number Individuals served	Number Families served	Population served	Geographic area served
5. Total title IV-B, subpart 1 funds		\$ 3,293,671	\$ 3,293,671	12,395	4,957	Families in Crisis	Statewide
a) Total Administrative Costs (not to exceed 10% of title IV-B, subpart 1 total allotment)		\$ -	\$ -				
6. Total title IV-B, subpart 2 funds (This amount should equal the sum of lines a - f.)							
a) Family Preservation Services		\$ 4,172,207	\$ 4,172,207	38,536	23,951	Families in Crisis, All Children in Need (Adoption)	Statewide
b) Family Support Services		\$ 1,235,626	\$ 1,046,215				
c) Time-Limited Family Reunification Services		\$ 1,432,294	\$ 1,127,642				
d) Adoption Promotion and Support Services		\$ 890,790	\$ 964,139				
e) Other Service Related Activities (e.g. planning)		\$ 890,790	\$ 922,600				
f) Administrative Costs (FOR STATES: not to exceed 10% of total title IV-B, subpart 2 allotment after October 1, 2007)		\$ -	\$ 107,146				
7. Total Monthly Caseworker Visit Funds (STATE ONLY)		\$ 262,609	\$ 7,100				
a) Administrative Costs (not to exceed 10% of MCV allotment)		\$ -	\$ 4,057				
8. Total Chafee Foster Care Independence Program (CFCIP) funds		\$ 2,856,890	\$ 2,856,890				
a) Indicate the amount of allotment spent on room and board for eligible youth (not to exceed 30% of CFCIP allotment)		\$ 150,000	\$ 118,762	51	51	All eligible youth	Statewide
9. Total Education and Training Voucher (ETV) funds		\$ 919,339	\$ 919,339	301	301	All eligible youth	Statewide
10. Certification by State Agency or Indian Tribal Organization (ITO). The State agency or ITO agrees that expenditures were made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the Children's Bureau.							
Signature and Title of State/Tribal Agency Official		Date		Signature and Title of Central Office Official		Date	
		08/30/16				11/22/2016	