

Oregon Child and Family Services Plan 2015-2019

Table of Content

	Pages
I. General Information	
<i>State Agency Administering the Program</i>	1
<i>Vision Statement</i>	1
<i>Collaboration</i>	3
II. Assessment of Performance	5
<i>Child and Family Outcomes</i>	7
<i>Safety Outcomes 1 and 2</i>	7
<i>Permanency Outcomes 1 and 2</i>	14
<i>Well Being Outcomes 1, 2, & 3</i>	25
III. Systemic Factors	
<i>Information System</i>	30
<i>Case Review System</i>	32
<i>Quality Assurance System</i>	36
<i>Staff Training</i>	39
<i>Service Array</i>	41
<i>Agency Responsiveness to the Community</i>	47
<i>Foster & Adoptive Parent Licensing, Recruitment and Retention</i>	47

IV. Plan for Improvement	51
<i>Goal 1: Safety</i>	<i>53</i>
<i>Goal 2: Permanency</i>	<i>54</i>
<i>Goal 3: Well Being</i>	<i>56</i>
<i>Goal 4: Service Equity</i>	<i>58</i>
<i>Goal 5: Quality Assurance/Continuous Quality Improvement</i>	<i>59</i>
<i>Strategies Used in Service Delivery.....</i>	<i>60</i>
<i>Staff Training and Workforce Development</i>	<i>64</i>
<i>Technical Assistance</i>	<i>70</i>
<i>Evaluation</i>	<i>70</i>
<i>Implementation Supports</i>	<i>72</i>
V. Services	
<i>Child and Family Services Continuum</i>	<i>74</i>
<i>Service Coordination</i>	<i>74</i>
<i>Service Description</i>	<i>75</i>
<i>Service Decision-making process for Family Support Services.....</i>	<i>76</i>
<i>Populations at Greatest Risk of Maltreatment</i>	<i>76</i>
<i>Services for Children under 5.....</i>	<i>77</i>
<i>Services for Children Adopted from Other Countries</i>	<i>79</i>
VI. Consultation and Coordination between states and Tribes	79
VII. Chafee Foster Care Independence Program (CFCIP)	
<i>Agency Administering CFCIP.....</i>	<i>82</i>
<i>Description of Program Design and Delivery</i>	<i>83</i>
<i>Serving Youth Across the State</i>	<i>84</i>

<i>Serving Youth of Various Ages & States of Achieving Independence</i>	<i>85</i>
<i>Collaboration with Other Private and Public Agencies</i>	<i>87</i>
<i>Determining Eligibility for Benefits & Services.....</i>	<i>89</i>
<i>Cooperation in National Evaluations</i>	<i>90</i>
<i>Education and Training Vouchers</i>	<i>90</i>
<i>Consultation with Tribes</i>	<i>91</i>
<i>CFCIP Program Improvement Efforts</i>	<i>92</i>
<i>CFCIP Training</i>	<i>93</i>
VII. Monthly Caseworker Visit Formula Grant and Standards for Caseworker Visits	93
IX. Adoption Incentive Payments	94
X. Child Welfare Waiver Demonstration Activities	94
XI. Targeted Plans within the CFSP	
<i>Foster and Adoptive Parent Diligent Recruitment Plan</i>	<i>95</i>
<i>Health Care Oversight and Coordination Plan</i>	<i>103</i>
<i>Disaster Plan</i>	<i>108</i>
XII. Financial Information	109
XIII. Attachments	110
<i>2013-2014 OR CFSR Quarterly Ratings</i>	
<i>ROM Core & Oregon Reports</i>	
<i>OR-Kids Service Array</i>	
<i>OCWP Current Training Summary</i>	
<i>Proposed Training Modules</i>	
<i>Training Flowchart</i>	
<i>PSU Training by Districts</i>	

Oregon Child and Family Services Plan 2015-2019

I. General Information

State Agency Administering the Program

The Department of Human Services brings together the State's principal human service agencies to serve the citizens of Oregon and to reach the vision of safety, health and independence for all Oregonians. DHS has more than 8,000 employees in over 150 local and branch offices, providing direct services to more than one million Oregonians each year.

The DHS mission is "To help Oregonians in their own communities achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity."

The Office of Child Welfare Programs is embedded in the Department of Human Services, and is the entity responsible for providing child welfare services to Oregon's children and families. Oregon is a state administered, state delivered Child Welfare system and works in partnership with the other program areas in the Department in the transformation of service delivery. The child welfare program within the Department is administered through 16 Districts, composed of one or more child welfare branch offices. There are 39 local offices throughout the state.

Vision Statement

Oregon believes every child deserves to grow up in a permanent home in a safe and nurturing family, and when safety can be assured, strengthening, preserving and reunifying families is the best way to promote healthy children and healthy families.

Oregon's child welfare system is embarking on transformational change to achieve the following:

- Engaging with families to support keeping children safety at home
- Partnering with communities to provide time-limited services to families whose needs indicate their children may be at risk of abuse or neglect

- Comprehensive, collaborative case planning and ongoing work with families whose children are removed from their care due to unsafe conditions to meet the goals of the individual family's case
- Ensuring that each child who experiences out-of-home care receives the services and supports to meet his or her needs and remains connected to family, culture, and community
- Ensuring services provided to families and children are culturally relevant, provided in communities, evidence-based, trauma informed, outcome driven, and expedite a safe return home
- Reducing the number of children in out-of-home care who cannot return to their family through placement into permanent, loving, safe and stable permanent family resources
- Providing timely, effective services and supports to youth for successful transition to adulthood.

Oregon's child welfare transformation efforts are supported by the Governor and the Legislature evidenced by the following:

- Development of state policy and investment of resources in the Department's strengthening, preserving, and reunifying families work (ORS 418.485, 2011)
- Legislative support for additional child welfare staff to more effectively support the work with Oregon families
- Legislative and Executive branch support for implementing a system of differential response to allegations of child abuse and neglect, which implemented in three counties in May, 2014. and is planned for strategic statewide deployment
- Legislative direction to pursue a new or revised IV-E waiver demonstration program to support ongoing development and sustainability of community based services for families and children (ORS 418.590, 2011) (Oregon has reached agreement with the Administration for Children and Families on a new waiver terms and conditions with a plan to implement early in 2015.)
- Legislative support for new positions to focus on active effort improvements under the Indian Child Welfare Act and additional legislation to support streamlining work efforts through improvements in background check processes.

Oregon's child welfare transformation is supported by state agencies in partnership with communities and tribal partners through the following:

- Collaborative community needs assessments

- Contracts for evidence based, outcome driven services
- Participation in ongoing evaluation of effectiveness of the service delivery systems
- Memorandums of Understanding, Interagency Agreements, and ongoing partnerships among state agencies to more effectively and efficiently serve mutual clients, maximize the use of limited state and federal resources, and share data for service planning, care coordination and evaluation purposes
- State-Tribal agreements tailored towards the unique needs of each tribe.

Collaboration

Most of Oregon’s Child Welfare strategies currently underway are dependent on strong collaborations. Oregon has a long history of collaborating with community partners to evaluate and implement child welfare programs. It has been imperative to involve stakeholders in identifying needed services. Needs assessments in each community identify the strengths and needs, and inform the Department how the limited state resources available through the Strengthening, Reunifying and Preserving Families resources are utilized. The Department continues to strengthen the staff capacity to engage in a collaborative way with families and community partners to design and deliver services.

Child Welfare program staff consults with a number of community partners and stakeholders in the planning and delivery of services. Key collaborations include but are not limited to:

- Juvenile Court Improvement Project (JCIP) Steering Committee
- Citizens Review Boards
- Oregon’s nine federally recognized Native American Tribes
- Children’s Justice Act Task Force (CJA)
- Domestic Violence Advisory Committee
- Child Welfare Advisory Committee (CWAC)
- Critical Incident Review Teams
- Coalition of Adoption Agencies
- CASA
- Communities of color and representative organizations
- Service providers and advocacy organizations
- Other state agencies such as Oregon Health Authority

- District managers, branch managers, and program managers who meet regularly with community partners and stakeholders to address issues specific to their community, families and children

These agencies and entities have various timeframes for consultation with child welfare. Committees have a regular monthly or bimonthly meeting schedule; Department District and Program managers meet monthly, other collaborative partners may be represented on the Child Welfare Advisory Committee (meets bi-monthly) or may participate in other Department workgroups, meetings, or specific advisory committees, steering committees or local groups assessing local service gaps and needs.

Through these various stakeholder groups and community partners such as Tribes and JCIP, as well as Office of Child Welfare Program management staff, DHS provided partners with information throughout the year, and embedded recommendations provided to the Department into the 5-year plan. Stakeholder input is also gained through local community structures such as county Model Courts, Safe and Equitable Reduction of Foster care Steering Committees, and other community specific local advisory committees.

One of the key priorities for Oregon's Safe and Equitable Foster Care Reduction (SEFCR) partnership is increased staff and community awareness. In implementing Differential Response, Permanency Roundtables, and Knowing Who You Are, the Department is communicating and cross training staff, Tribes and community partners in advisory groups and community meetings. In 2014, we began weekly email communication across agencies, bi-monthly team lead calls with SEFCR teams and implementation/planning teams in the efforts to increase communication to and from partners on the goals and strategies of the Department to reduce the number of children in care.

Inherent in achieving Oregon's goals and objectives, the Department is taking specific actions in the ongoing work. Safe and Equitable Foster Care Reduction efforts in 2014-15 includes adding additional counties neighboring the current SEFCR counties for strategic planning sessions and training opportunities.

The 2015-2019 Child and Family Services Plan is a result of many years of partnership with state agencies and communities in developing Oregon's practice model with the intent to keep more children safe in their own homes and moving the work into the next five years.

II. Assessment of Performance

Oregon's child welfare system embarked on a transformation of child welfare practice, starting in 2006 with the development of the Oregon Safety Model (OSM) in consultation with the National Resource Center for Child Protection. In 2007, Oregon implemented a series of administrative rule changes codifying the OSM practice model. In 2008, the Department, in conjunction with community partners and the Commission on Children and Families, began an intentional focus on safe and equitable reduction of children in foster care and partnered with the Casey Family Program, to work toward this goal. Essential to the implementation of practice changes are:

- The design and implementation of Differential Response, an alternative track to traditional child abuse investigations and serving families whose children are safe but have high to moderate needs;
- The implementation of Permanency Round Tables (PRTs), a systematic review of specific child welfare cases to focus greater effort on achieving permanency for children who have remained in foster care for extended periods of time.
- Statewide implementation of the Strengthening, Preserving and Reunifying Families (SPRF) program, providing services to children and families in their communities, focused and targeted toward identified needs;
- Fidelity to Oregon's child welfare practice model (Oregon Safety Model) through ongoing training, supervision and consultation; and,
- The ability to add additional Child Welfare staff through funds approved by the Legislature.

In addition to measuring the federal outcomes, Oregon, in an effort to understand outcomes associated with implementation of these changes, tracks the following data at the statewide level:

- Increased percentage of children reunifying with their legal parents.
- Reduction in length of stay of children in the foster care system.
- Reduction in the number of children entering the foster care system.
- Reduction in the percentage of repeat maltreatment within six months
- Reduction in the percentage of foster care reentry within 12 months
- Quantity and quality of the service array provided to children and families
- Increased percentage of children maintaining in the family home/keep family intact
- Decreased disproportionality of children of color in substitute care

Oregon currently uses several data sources and data reporting mechanisms to track measures. These include:

- National Child Abuse and Neglect Data System (NCANDS)
- Adoption and Foster Care Analysis and Reporting System (AFCARS)
- National Youth in Transition Database (NYTD)
- OR-Kids reports
- Results Oriented Management (ROM) reports
- Dashboard reports (an internal DHS monthly reporting venue)
- Ad-hoc reports created by Office of Business Intelligence (OBI) or OR-Kids business staff
- Quarterly Business Review (QBR) reports

The challenge, which will be addressed in the Goals and Strategies for 2015-2019, is to identify output and outcome measures, make decisions on the specific data elements that will be used to measure progress toward better outcomes for children and families, ensure data is consistent and reliable across the state through any of the above mechanisms, and ensure data measures selected will provide the organization with information that drives analytical and critical thinking about how the child welfare service array improves outcomes for children.

Oregon has recently added ROM reports capacity for all child welfare staff. Once staff receive training to use the reporting system, these reports have the ability to look at both statewide data as well as District and branch office data, providing insight into practice trends and outcomes.

As the organization has moved toward data driven management there have been multiple efforts to develop reporting mechanisms, within the Department at an enterprise level, within Districts in the child welfare system, within programs within the Office of Child Welfare Programs (OCWP), and within specialized service areas, such as independent living programs, or safety services. The organization also supports an internal CFSR process.

The mechanisms for gathering and analyzing the data are multiple and varied. As demonstrated in the measures reported in Child and Family Outcomes, even with multiple measures, without analysis of what data is most needed and how data analysis supports decision-making, numbers alone do not drive change. Oregon will address this challenge through comprehensive planning within the first six months of the five year plan to address the data challenge to focus and streamline analysis of performance and identify the specific data elements which will be

analyzed on a quarterly basis and reported on the monthly Dashboard measures to local branches and District offices. In addition, Oregon will revise and refine the Oregon CFSR tool within the first six months of the five year period to align with the federal Review Instrument as well as delineating specific measures regarding Oregon's goals, and revise and refine the training and implementation of the state CFSR review process.

Oregon continues use of the Lean Daily Management System (LDMS) as the mechanism to solicit internal process improvements through a structure for work groups to consistently manage and improve processes. Daily huddles assist units of workers to focus work for the day and identify processes that could be improved upon. Primary Visual Display Boards provide a visual reminder of long and short term goals visual summary of work in progress. Action Sheets provide the venue for continuous improvement, and systemic changes are vetted through the standing Child Welfare Governance committee. Short interval leadership provides staff with time-limited opportunities to lead specific pieces of work and the opportunity to develop and share leadership skills. And the 20 keys is a methodology through which staff can self-assess the skills available within work units, and local branch offices.

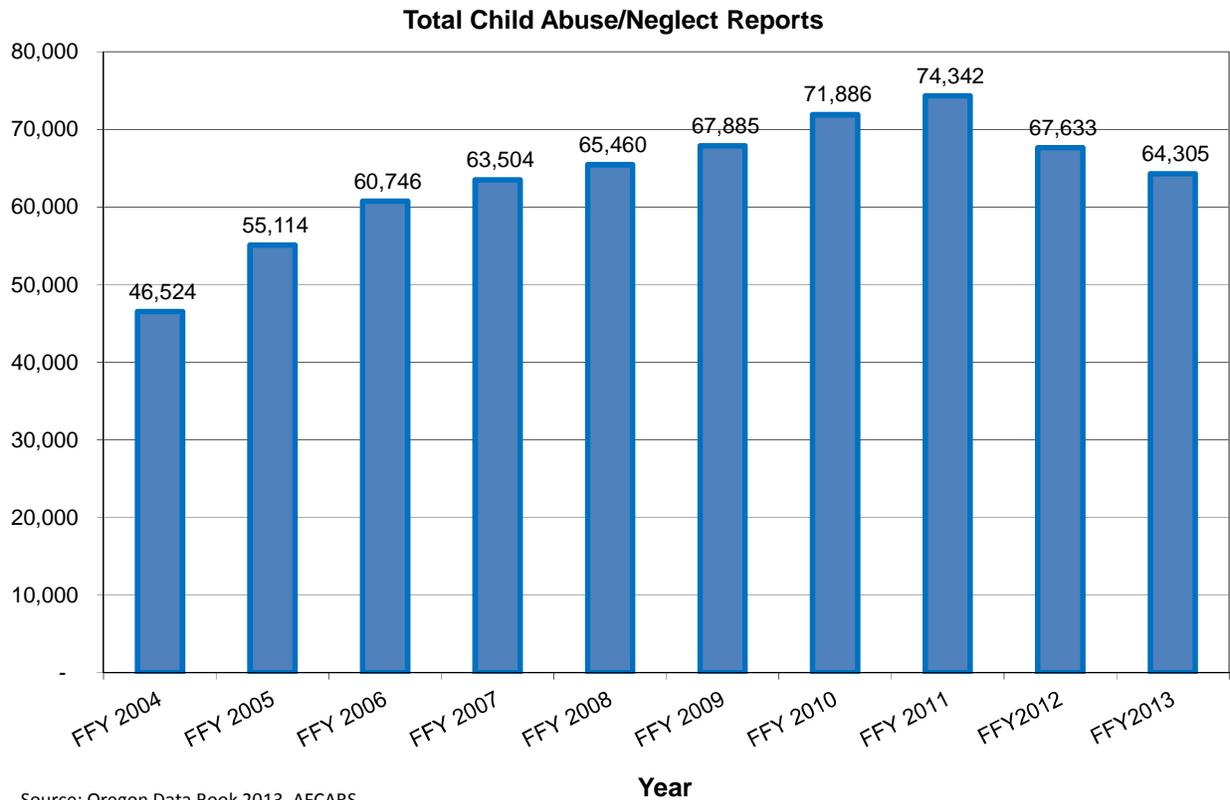
Child and Family Outcomes

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

Overall, the Department measures several aspects of the safety outcomes. In addition to the federal measures, reported here, there are several Quarterly Business Review and ad hoc measures the Department is currently tracking.

Abuse/Neglect Reports and Investigations

During FFY 2012, DHS received 69,096 reports of suspected child abuse or neglect, a decrease of 7.1% from the prior year. Of those, 30,850 reports were referred for investigation.



Of the total reports referred, 6,332 (20.5%) were founded for abuse or neglect. The 6,332 founded referrals represent 9.2% of the total abuse and neglect reports received. Once there is a founded referral, children are considered victims of child abuse/neglect.

The number of reports has declined over the past 3 years. One factor may be the declining fertility rates and slower growth in the women in prime childbearing ages in Oregon and an increase in Oregon’s median age (US Census data). There may also have been a decrease in training to either or both mandatory and non-mandatory reporters over the past several years, a metric that Oregon does not currently capture.

Response Time and Time to Initial Contact

Average Hours to Investigation Start

	2009	2010	2011	2012	2013
Average Hours	100.5	99.3	16*	97	85

Sources: 2009 & 2010 Legacy NCANDS Agency Files
 2011 - 2013 SACWIS NCANDS Agency Files

*Data conversion problem with data.

The table above illustrates the average elapsed time from the receipt of a child abuse report by a screener to the initial contact with a family by a CPS worker. Oregon has two distinct response times, within 24 hours and within five days, which are determined by the screener and are based on the information collected from the reporter about access the alleged perpetrator has to the child. Although in FFY 2012 (CW Data Book), nearly three-quarters of investigations (73.3%) were assigned a response time of “within 24 hours” the table does not break down the response time that is selected by the screener, the amount of time a screener takes to assign a report to a CPS worker, or the amount of time a CPS worker takes to make initial contact.

Oregon needs to develop stronger reporting in this area to better understand this important measurement of child safety. The plan is to leverage data in the Results Oriented Management (ROM) reporting application. The information will be available in late August, 2014. At that time, Oregon will evaluate the data and determine appropriate next steps.

In the summer of 2014, a new monthly report was created to better monitor screening decisions and the time taken to make screening decisions. The report is also intended to assist with monitoring the implementation of differential response, which started in three counties (two of Oregon’s 16 Districts) in May 2014.

Timeliness to Complete Investigations

This continues to be a practice struggle in Oregon. There are several factors that likely impact timeliness, although no formal analysis has been completed. First, until recently child welfare staffing levels have been at 63% of workload. Recent increases in casework staffing levels (the past 3-6 months) are not expected to provide immediate relief given the time it takes to fully train a new employee. Second, Oregon is in the midst of additional training on OSM practice, specifically conducting a comprehensive assessment. The additional training has emphasized documenting safety related information focused six domains opposed to a previous practice of documenting everything that occurred during the assessment. When documenting using a running narrative approach, workers have had a tendency to gather information irrelevant to child safety, ultimately resulting in a longer assessment, which takes more time to write, review, and have approved. With the additional training, Oregon is beginning to see assessment documentation that is both less lengthy and more focused on child safety.

The Quarterly Business Review (QBR) tracks the percent of assessments that are completed timely. Oregon is currently implementing Differential Response (DR), using a staged implementation process. In counties where DR is being practiced, policy changes have been implemented to allow 45 days to complete an assessment. This data will continue to be evaluated to determine whether expanded timeframes to complete an assessment cause an increase in assessments completed in a timely manner.

Timeliness of Investigation Completion

Date of Source Data	# of Investigations completed within 30 days	Total # of Completed Investigations	Percent Completed Timely (within 30 Days)
4/1/12 to 6/30/12	1077	6712	16.0%
7/1/12 to 9/30/12	951	5902	16.1%
10/1/12/to 12/31/12	1009	6201	16.3%
1/1/13 to 3/31/13	1061	6760	15.7%
4/1/13 to 6/30/13	1164	7281	16.0%
7/1/2013 to 9/30/2013	1211	7317	16.6%
10/1/2013 to 12/31/2013	883	5371	16.4%
1/1/2014 to 3/31/2014	999	5887	17.0%

Source: OR-Kids Query

Absence of repeat maltreatment and abuse in foster care

Oregon closely monitors the safety outcomes for children. The NCANDS Child File is not yet the source that Oregon relies on for the measure of Absence of Re-abuse or Abuse in Foster Care. Technical work is currently underway to address the data reporting issue. Oregon has created queries by using the OR-Kids data tables and reports the data out quarterly through the QBR process. In addition, the ROM reporting application will help support monitoring safety outcomes.

Although repeat maltreatment is low, as seen in the table below, Oregon strives for no maltreatment of children and will continue to measure this safety outcome.

Absence of Repeat Maltreatment, Quarterly Measure

Re-abuse thru	Number Abused	Number Re-abused within 6 months	Percent Re-abused	Absence of Repeat Maltreatment
6/30/2012	2,549	118	4.6%	95.4%

9/30/2012	2,571	83	3.2%	96.8%
12/31/2012	2,513	89	3.5%	96.5%
3/31/2013	2,301	63	2.7%	97.3%
6/30/2013	2,208	58	2.6%	97.4%
9/30/2013	2,586	109	4.2%	95.8%
12/31/2013	2,584	91	3.5%	96.5%
3/31/2014	2,707	127	4.7%	95.3%

Source: OR-Kids Query

Absence of Abuse in Foster Care, Quarterly Measure

Period	Number Abused	Total Children Served in Foster Care	Percent Abused in Foster Care	Absence of Abuse in Foster Care
4/1/2012 - 6/30/2012	35	9739	0.36%	99.64%
7/1/2012 - 9/30/2012	25	9699	0.26%	99.74%
10/1/2012 - 12/31/2012	23	9679	0.24%	99.76%
1/1/2013 - 3/31/2013	9	9504	0.09%	99.91%
4/1/2013 - 6/30/2013	31	9384	0.33%	99.67%
7/1/2013 - 9/30/2013	50	9216	0.54%	99.46%
10/1/2013 - 12/31/2013	35	8985	0.39%	99.61%
1/1/2014 - 3/31/2014	31	8834	0.35%	99.65%

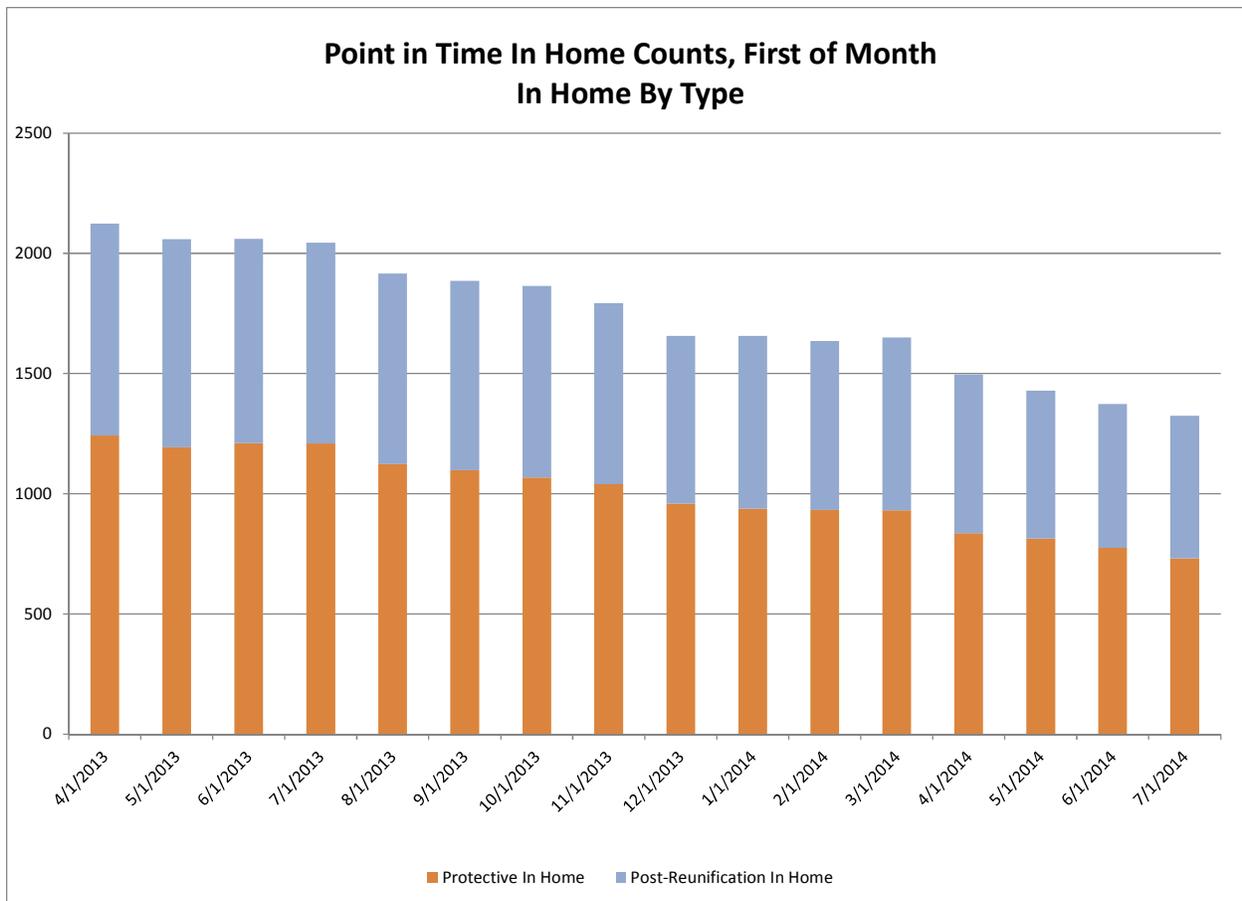
Source: OR-Kids Query

Children Served in Home

Oregon makes every attempt to serve children safely in their home whenever possible. On September 30, 2012 a total of 2,110 children were being served in their homes, exclusive of children post-substitute care that were on a trial home visit. In the October 1, 2013 report, the number declined to 1,863 (Source: OR-Kids Query). The number of children served in home started declining below 2,000 children in late 2013.

Much of the decrease is attributed to the revised training provided to supervisors throughout the state in the use of the Oregon Safety Model in 2013 and 2014. Oregon has developed computer based training modules for all casework staff. These modules are based on the same curriculum provided to supervisors and is required training for all child welfare staff. Additionally, the Department developed four, one-year, limited duration positions to provide ongoing training and support to supervisors and their staff. These trainers are using the computer based trainings as tools in addition to individual training sessions with branch offices and units of caseworkers, and are working with Program Managers to develop written plans for each branch office to sustain fidelity to the OSM practice.

The training helped staff appropriately identify those children who were safe at home, therefore not requiring further child welfare intervention resulting in a decline in the number of children served both in foster care and in home.



Children Served in Home 7/1/2014					
County	Total	Protective	Reunification	Protective % of County Total	Reunification % of County Total
Statewide	1290	713	577	55.3%	44.7%

Source: OR-Kids Query

The Department does not yet have an automated report for children served in home, and has created an ad-hoc report while the automated report is being developed. The July 2014 report indicates the number of children served in open cases where the child is served in the home and whose safety is assured through a protective action or safety plan. What the Department cannot yet gather from the OR-Kids system through the data, and therefore the data likely under-represents the number of children remaining safely at home, is children who remain safely at home with an initial safety plan, but the assessment has not yet been completed. Since Oregon is also experiencing a significant number of overdue assessments, it

is important to build capacity in the OR-Kids system to capture these children in the data. This capacity is currently being built into the OR-Kids system and reporting capacity is expected by the end of the calendar year 2014, and reporting methodologies will then reflect the data system capacity changes.

Strengths

- While a small percentage of children experience abuse while in foster care, that percentage is low and the Department continues to focus on efforts to eliminate any abuse while a child is in care.

Concerns

- Oregon is working to increase the number of children safely served in their own homes. Although data reflects the number of in home cases is declining, this may be due to correct application of the Oregon Safety model, leading to less removals or the inability to capture protective in-home cases in OR-Kids. Further analysis of the number of children served in home will be possible once additional reporting mechanisms are built.
- Timely completion of investigations is an area of continued struggle and needs to be addressed.
- Oregon has been challenged with accurate and timely reporting with the OR-Kids system and is diligently working on consistent, reliable reports as demonstrated by data tables reflected here.
- Oregon continues to develop adequate placement resources and supports to further reduce abuse in care.

Permanency Outcomes 1 and 2: (A) children have permanency and stability in their living situations and (B) continuity of family relationships is preserved for children

Stability while in foster care

For children in care as of September 30, 2013, 62.8% had two or fewer placements. This is a decline from 2012 where 64.3% of children had two or fewer placements. Because this is point in time data, it is unclear whether this is significant.

In reviewing placement stability, children who remain in foster care longer are likely to have more placement moves. For children in care less than one year, less than 15% are likely to have more than two placement moves. One contributing

factor may be initial placement into foster care to protect a child’s safety, while a relative search or child specific relative certification is being completed.

Although it is too early to make any conclusions, it does appear that the number of placement moves for children in care for lengthy periods of time may be declining, which may be due, in part to the increase in placement with relatives, which increases stability.

Oregon would benefit from also looking specifically at those children who have four or more placement moves to identify any patterns or indicators of needed services or specific issues which are not being addressed in the foster care setting.

Number of Placements for Children in Foster Care on Last Day of Federal Fiscal Year

Number of Placements	6/30/2011		9/30/2012		9/30/2013	
	Number	Percent	Number	Percent	Number	Percent
1	3,364	37.9%	3,488	39.8%	3113	37.5%
2	2,272	25.6%	2,152	24.5%	2101	25.3%
3	1,196	13.5%	1,199	13.7%	1098	13.2%
4	618	7.0%	640	7.3%	623	7.5%
5	369	4.2%	399	4.5%	385	4.6%
6 or more	1,063	12.0%	892	10.2%	983	11.8%
Total	8,882	100.0%	8,770	100.0%	8303	100.0%

Source: Oregon Data Book, AFCARS

**Placement stability: 2 or fewer placements
(of those in care under 12 mos)**

	Oct 2010- Sept 2011		Oct 2011- Sept 2012		Oct 2012- Sept 2013	
	Number	Percent	Number	Percent	Number	Percent
Met	4308	88.9%	4008	86.9%	3551	85.7%
Not met	540	11.1%	605	13.1%	591	14.3%
Total	4848	100.0%	4613	100.0%	4142	100.0%

Source: FO.04.1 Results Oriented Management System data pulled 7/14/14. Excludes Tribes.

**Placement stability: 2 or fewer placements
(of those in care 12-23 mos)**

	Oct 2010- Sept 2011		Oct 2011- Sept 2012		Oct 2012- Sept 2013	
	Number	Percent	Number	Percent	Number	Percent
Met	2271	69.4%	2130	71.4%	2278	71.6%
Not met	1003	30.6%	853	28.6%	904	28.4%
Total	3274	100.0%	2983	100.0%	3182	100.0%

Source: FO.04.2 Results Oriented Management System data pulled 7/14/14. Excludes Tribes.

**Placement stability: 2 or fewer placements
(of those in care 24+ mos)**

	Oct 2010- Sept 2011		Oct 2011- Sept 2012		Oct 2012- Sept 2013	
	Number	Percent	Number	Percent	Number	Percent
Met	1410	32.4%	1774	39.5%	1849	40.5%
Not Met	2941	67.6%	2723	60.6%	2717	59.5%
Total	4351	100.0%	4497	100.0%	4566	100.0%

Source: FO.04.3 Results Oriented Management System data pulled 7/14/14. Excludes Tribes.

The above reports provide data from the Results Oriented Management system recently implemented in Oregon, and provide the Department with ability to look at placement stability over various periods of time in placement in addition to general averages.

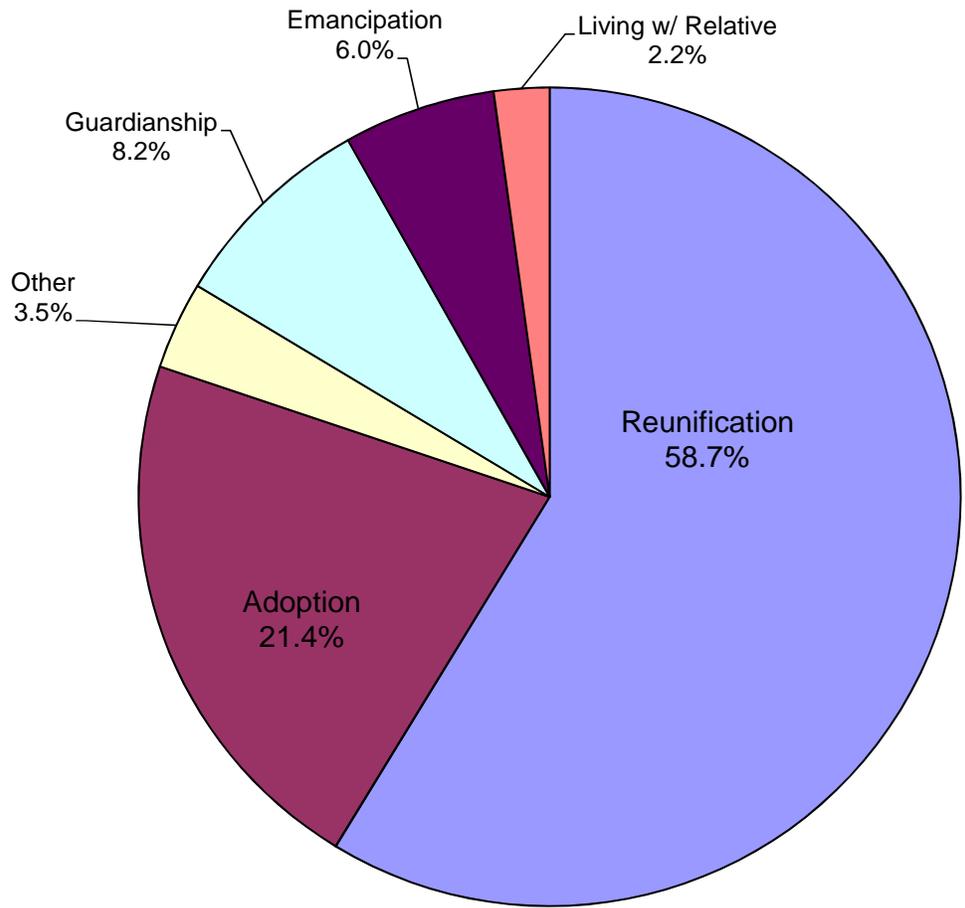
The graph on the following page indicates the permanency outcomes of children in Oregon as reported in the child Data Book (AFCARS data).

Where Children Went After Foster Care

Other

Transfer to Another Agency	1.2%
Runaway	2.9%
Death of Child	0.1%
Other	2.1%

**Primarily youth exiting due to being out of compliance with independent living program rules.*

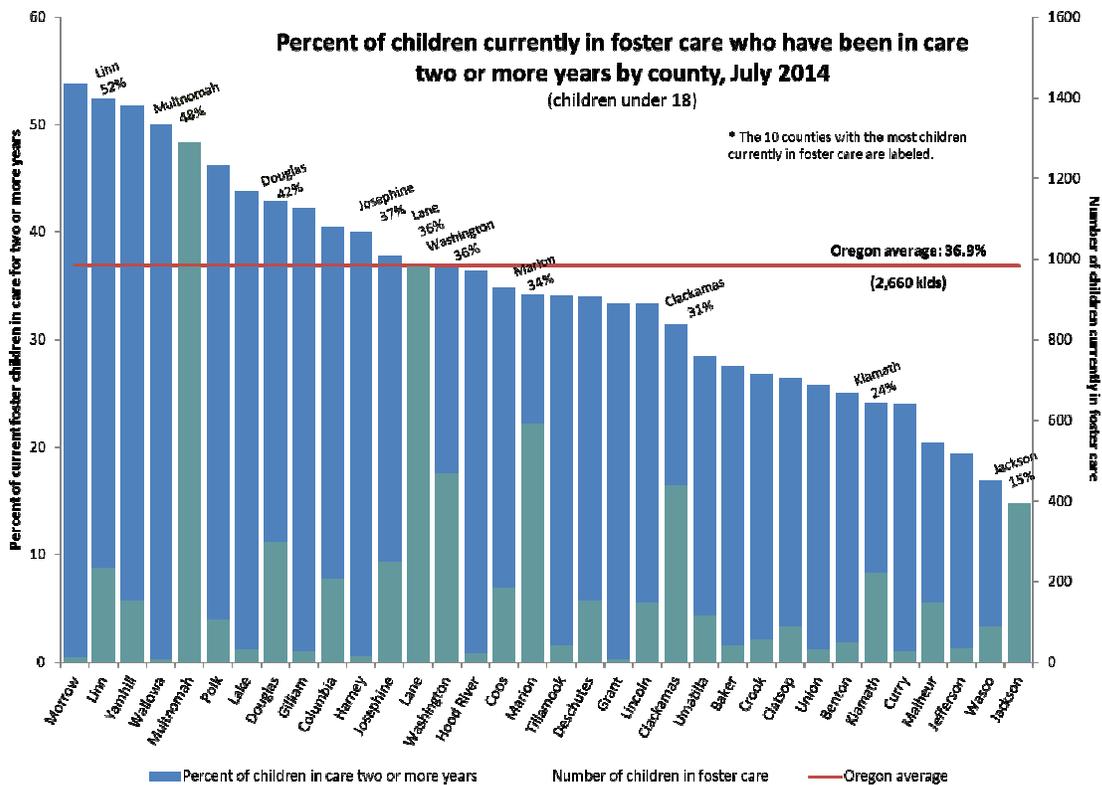
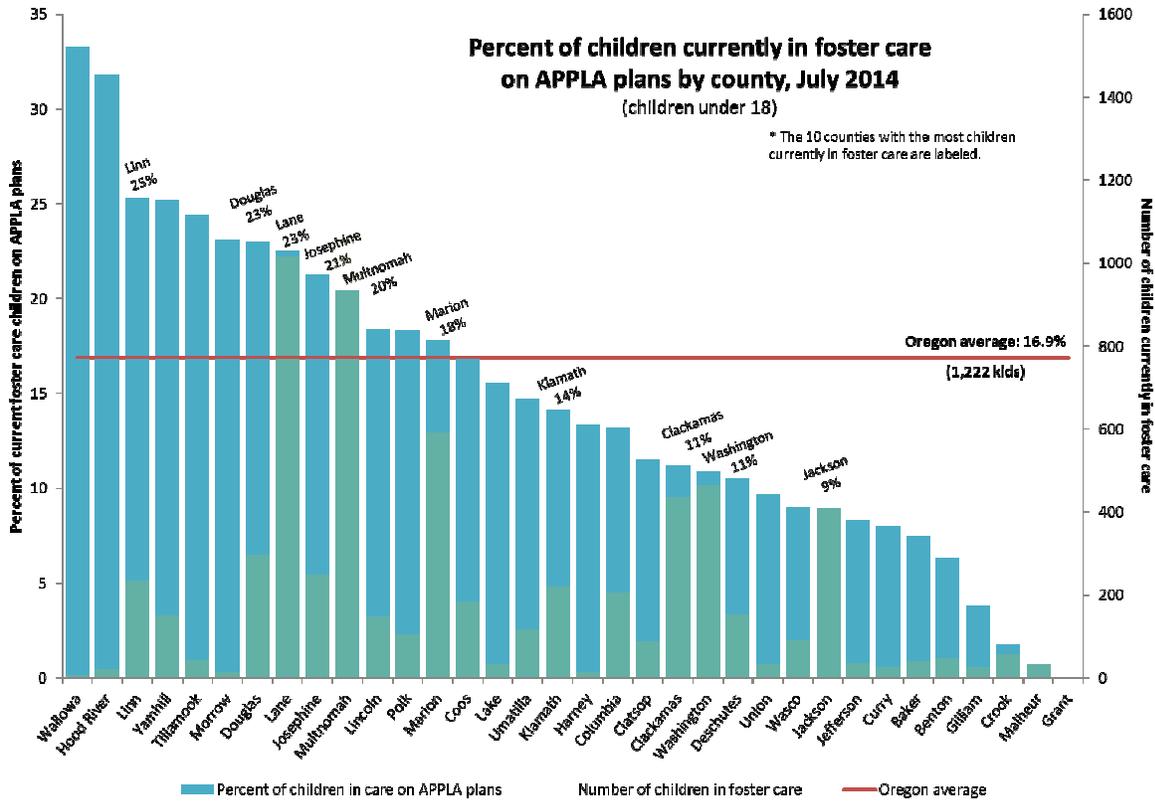


Source: Oregon Data Book, AFCARS

Timeliness to Permanency

While the Department is focusing attention on the reduction of children on APPLA plans, equally important is consideration for how long a child has been in foster care regardless of which permanency plan is selected on their case plan.

Referred to as long stayers, the data below depicts both the number of children in foster care proportional to the number of children in the county who are currently on APPLA plans, and a second table depicting the number of children in foster care proportional to the number of children in the county who have been in the foster care system over two years indicates Oregon has too many children in care over two years.



APPLA plans are associated with longer stays in foster care and aging out of care. Additional analysis is needed to determine exactly how many of the longest staying children are on APPLA plans, how many are over 18, how many legally free, how many are in congregate care, etc., and what additional strategies would positively impact permanency for this population.

Reunification in 12 Months (of those reunified)

	Oct 2010- Sept 2011		Oct 2011- Sept 2012		Oct 2012- Sept 2013	
	Number	Percent	Number	Percent	Number	Percent
Met-less than 12 months	2097	70.5%	1495	65.3%	1604	65.9%
Not met- Reunified 12+ months	876	29.5%	796	34.8%	829	34.1%
Total reunified	2973	100.0%	2291	100.0%	2433	100.0%

Source: FO.01.1 Results Oriented Management System

Maintained Reunifications for 12 months (of those reunified 12 mos ago)

	Oct 2010- Sept 2011		Oct 2011- Sept 2012		Oct 2012- Sept 2013	
	Number	Percent	Number	Percent	Number	Percent
Met	2480	89.7%	2725	89.1%	2214	89.0%
Not Met (re-entered)	286	10.3%	333	10.9%	274	11.0%
Total	2766	100.0%	3058	100.0%	2488	100.0%

Source: FO.01.4 Results Oriented Management System data pulled 7/14/14. Excludes Tribes.

Timeliness and Permanency of Adoption

Adopted in less than 24 months (of those adopted)

	Oct 2010- Sept 2011		Oct 2011- Sept 2012		Oct 2012- Sept 2013	
	Number	Percent	Number	Percent	Number	Percent
Met	113	17.4%	84	13.8%	106	12.7%
Not met	538	82.6%	589	86.3%	727	87.3%
Total Adopted	651	100.0%	683	100.0%	833	100.0%

Source: FO.02.1 Results Oriented Management System data pulled 7/14/14. Excludes Tribes.

**Adopted in 12 month target period
(of those in care 17+ mos)**

	Oct 2010- Sept 2011		Oct 2011- Sept 2012		Oct 2012- Sept 2013	
	Number	Percent	Number	Percent	Number	Percent
Met	566	16.2%	589	16.6%	747	21.1%
Not met	2925	83.8%	2958	83.4%	2794	78.9%
Total	3491	100.0%	3547	100.0%	3541	100.0%

Source: FO.02.3 Results Oriented Management System data pulled 7/14/14. Excludes Tribes.

The target range is within 12 months of termination of parental rights, and the percent of children meeting the target period is increasing. The number of children achieving adoption in less than 24 months of care is decreasing and the Department needs to continue analysis of practice on these cases to more fully understand what is occurring.

Permanency of Children In Care for Long Periods

Permanency achieved before 18 years (of those in care 24 mos.)

	Oct 2010- Sept 2011		Oct 2011- Sept 2012		Oct 2012- Sept 2013	
	Number	Percent	Number	Percent	Number	Percent
Met	658	22.1%	639	21.5%	890	28.2%
Not met	2317	77.9%	2335	78.5%	2271	71.8%
Total	2975	100.0%	2974	100.0%	3161	100.0%

Source: FO.03.1 Results Oriented Management System data pulled 7/14/14. Excludes Tribes.

Siblings placed together

Statewide Children in Out of Home Foster Care Placed Together, Partly Together, Not Together September 30, 2013							
Sibling Group Size	Number of Cases	Count			Percentage		
		All Siblings Together	Partly Together	Not Together	All Siblings Together	Partly Together	Not Together
2	1,022	742		280	72.6%	n/a	27.4%
3	384	221	121	42	57.6%	31.5%	10.9%
4	136	60	72	4	44.1%	52.9%	2.9%
5	44	10	33	1	22.7%	75.0%	2.3%
6	20	3	17		15.0%	85.0%	0.0%
7	4	1	3		na	75.0%	0.0%
8	3		3		na	100.0%	0.0%
Total Number of Sibling Groups	1,613	1,037	249	327	64.3%	15.4%	20.3%

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

As indicated above, the more siblings in a family, the less likely that all the siblings will remain together.

Children placed with relatives*

Total Children in Foster Care

Type	9/30/2012		9/30/2013	
	Number	Percent	Number	Percent
Relative Foster Care	2,627	30.0%	2,422	29.2%
Regular Foster Care	4,308	49.1%	3,762	45.3%
Pre-adoptive home	258	2.9%	566	6.8%
Independent Living	75	0.9%	103	1.2%
Family Group Home	70	0.8%	66	0.8%
Residential Placement	322	3.7%	303	3.6%
Runaway	75	0.9%	85	1.0%
Trial Home Visit	1,035	11.8%	996	12.0%
Total	8,770	100.0%	8,303	100.0%

Source: Oregon Data Book, AFCARS

*Many of the children in pre-adoptive homes are placed with a relative.

Face to Face Contact

Oregon provides a face to face contact report that is accessible by each individual caseworker to assist them in case management and for management in oversight and monitoring. The report can be tailored to an individual worker caseload, supervisory unit, branch, District, or statewide report. These reports have had periodic review at the Program Managers meetings identifying how supervisors can use this tool with staff, and workgroups throughout the state are looking at how to make face to face contact improvements through the LEAN daily management work. As DR starts to be implemented and assessment timeframes changed, Oregon will rethink the data algorithm to ensure the report is fully and accurately capturing all the children who need contact. Oregon is also focusing specific training on face to face contact to ensure not only timeliness of the contact but quality of the time spent with children on case planning and service delivery. Specific attention will be paid to this element in the Oregon CFSSR review tool.

Percent of Children Served In Home with at least one contact of all Children Served In Home on the report during the last month of the QBR reporting period.¹

Report Date	Number of In Home Children	Number of In Home Children with Contact	Percent of In Home Children with Contact
Sept 2013	1,541	646	41.9%
Dec 2013	1,531	633	41.3%
Mar 2014	1,392	761	54.7%
June 2014	1,203	612	50.9%

Source: OR-Kids Report, WB-5001-S Caseworker Family Face to Face All Contacts Summary Report

NOTE: Children no longer served in home at time of Report Run will not be included in the counts.

Percent of Foster Care Children with at least one contact of all Foster Care Children on the report during the last month of the QBR reporting period.

Report Date	Number of Children in Foster Care	Number of Children in Foster Care with Contact	Percent of Children in Foster Care with Contact
Sept 2013	8,146	5,229	64.2%
Dec 2013	7,899	4,987	63.1%
Mar 2014	7,752	5,833	75.2%
June 2014	7,728	5,331	69.0%

Source: WB-5001-S Caseworker Family Face to Face All Contacts Summary Report

NOTE: Children no longer in foster care at time of Report Run will not be included in the counts.

In addition to these operational reports, a performance measure is built into the Results Oriented Management (ROM)

IVB Annual Caseworker Contact, Children Age <=18 (Includes Children Served by Tribes)

	2011	2012	2013	October - March 2014
Measure 1: Months of Worker-Child Visits Made of all full months in care	81.24%	73.00%	69.89%	76.50%

Source: 2011 Legacy system; 2012 onward from ROM; 2014 to-date data pulled 7/14/14

Of note is that Oregon's current performance for Oct13-March14 is 76.5%, while this period in the prior year was at 70.3%. Although improving, Oregon's performance in this measure needs significant improvement. As mentioned earlier, this issue is a routine topic in Program Manager monthly meetings, with time dedicated to sharing ideas and successes in increasing regular contact.

¹ These totals are different than the in home caseload reports in assessment of Safety Outcomes, and highlights the challenges of multiple reporting mechanisms struggling to generate data from the OR-Kids system.

Comparable 6 month periods, IVB Caseworker contact, Children <=18

	October - March 2013	October - March 2014
Measure 1: Months of Worker-Child Visits Made of all full months in care	70.30%	76.50%

Source: ROM 2014 to-date data pulled 7/14/14. Tribes are excluded in this report for child welfare staff as a methodology for monitoring performance. Face to face visits with tribal children are included in the IV-E face to face federal reporting.

Strengths

- 62.8% of children in care experienced two or fewer placements.
- Permanency outcomes of reunification, adoption or guardianship were achieved for 88.3% of children served
- Oregon is conducting Permanency Roundtables with one of the selection criteria being kids in care 2+ years with the same provider. This population of children are the most likely to already be experiencing relational permanency and placement stability, but not legal permanency. There is a higher likelihood of success in establishing legal permanency for this population. This strategy of focus on ‘long stayers’ was recommended by Casey consultants for identification of PRT selection, in part, because they have relative placement stability and have been in care for 2+ years. Oregon is also assessing and planning how the philosophy behind the PRT process can be used in local child welfare offices to achieve permanency outside a structured PRT process.
- The Permanency Round Tables for children who have been in care for long periods of time is resulting in permanency for some children. The PRT process was in the planning stages in 2013 and implemented in Multnomah County from February through June of 2014. PRTs were held in Washington County in July and in Clackamas County in August and scheduled for Marion County in September and Lane County in October. The approximate number of children who will be served by the conclusion of the Marion county PRTs is 300 and that represents approximately 195 cases.

Oregon is finding much greater success in the PRTs and subsequent case planning when both local office casework and management staff are fully engaged in the “Values” training, planning and implementation of their PRTs and PRT follow ups. The trend noted by our PRT internal and external consultants is that staff who attended the “Values” training demonstrated a much better understanding of the principals and benefits of the dogged pursuit of permanency, were much more engaged in the

PRTs and follow up meetings with permanency consultants (scheduled on a regular basis until legal permanency is achieved) and have more positive outcomes for the children and families they serve. Logistics of scheduling PRTs is challenging but has been worked out for each PRT session.

The time and resource intensive nature of the PRTs is continuing to be discussed and addressed. The pool of PRT staff to serve in positions of facilitators, note takers, internal and external permanency consultants and cultural guides is growing. Many of those who were trained and participated in PRTs in each county are offering or being asked to assist in subsequent counties implementing the process. Oregon is also developing ways to use the concepts of PRTs in daily work outside of the full PRT process. We have also seen that many caseworkers who have been trained in and experienced the PRTs are using ideas from those in their planning on non-PRT cases. The amount of preparation work (especially written documents) from caseworkers was greatly reduced as a result of feedback from the first time Oregon conducted PRTs. That has increased the amount of preparation work from our program staff in Central Office and so ideas are being generated for ways to address that and other workload associated with PRT preparation.

Metrics for the PRTs are being compiled and will then be evaluated. Verbal reports are indicating a number of cases where permanency plans have been changed to reunification, adoption or guardianship and those plans are in the process of being achieved or are legally finalized. Oregon will determine whether PRTs made a substantial difference in children achieving permanency, and whether to continue PRTs after the first statewide round of identified cases.

- Oregon's efforts on placement with relatives appears to be trending downward, but has remained near the 30% level for the past several years.
- The fourth largest county in Oregon in terms of its foster care population has the lowest percentage of children in care 2+ years, primarily due to a teen unit that aggressively seeks permanency for youth transferring into their unit. This demonstrates that worker attitude can contribute to permanency success for older youth and is an area that needs to be further analysis and dissemination throughout Oregon.

- When siblings are in foster care, a high percentage is placed with at least one other sibling.

Concerns

- The percentage of children who experience three or more placements indicates placement instability.
- The timeliness to reunification.
- The timeliness to adoption.
- A child in foster care with multiple siblings is less likely to be placed with all of the siblings.
- The number and percentage of children placed with a relative is not as high as Oregon would like it to be.
- Caseworker contact, a predictor for positive case outcomes, remains well below the federal standards.
- Almost 40% of Oregon's foster children have been in care 2+ years
- Focused efforts on seeking permanency for long stayers are inconsistent and not occurring statewide
- Permanency Roundtables are resource intensive and sustainability is not assured
- System barriers exist for some children on APPLA plans, i.e. lack of judicial support to achieve permanency, emphasis on independent living, and the disincentive for children with developmental disabilities and the ODDS (Office of Developmental Disability Services) payment system, which is being resolved for children newly coming into foster care with the ODDS waiver for supportive services.

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.

Oregon's internal CFSR process analyzes and reports on the identified needs and provision of services to meet families and children's needs being met as measured by the case reviews since January 2013². The percentage of cases in which this measure is recorded as a 'strength' is trending upward in 2014.

² Attachment 1: 2012-2014 CFSR Review Ratings Spreadsheets

Oregon’s internal CFSR process reports that children’s educational needs being met as a Strength as measured by the case reviews since July, 2013 (the internal tool did not measure this outcome prior to July, 2013).

CFSR REVIEW Ratings	3rd quarter 2013	4th quarter 2013	1st quarter 2014	2nd quarter 2014
21: Education Needs Met	(41 cases) 92.7%	(54 cases) 98.3%	(26 cases) 100%	(52 cases) 98.0%

In addition, as part of the National Youth in Transition Database (NYTD) reporting process, youth who meet the “Served” definition and those included in the NYTD Survey Baseline or Follow-up Populations are identified and efforts are made to update the youth’s last grade recorded and any attainment of a diploma, recording of an IEP (Special Education) or academic support.

October 2013 - March 2014 Education Level for National Youth in Transition Data Base Served Population

Education Level Recorded	Count	Percent of Total
6	30	2.00%
7	78	5.26%
8	193	13.53%
9	272	18.08%
10	273	17.62%
11	259	17.26%
12	263	17.08%
post secondary	61	3.81%
under 6	14	0.78%
(blank)	53	4.60%
Grand Total	1496	100.00%

OR-Kids Report

October 2013 - March 2014 Special Education Flag for National Youth in Transition Database Served Population

Special Education Plan	Count	Percent of Total
No	1028	70.75%
Yes	468	29.25%
Grand Total	1496	100.00%

October 2013 - March 2014 Academic Supports Flag for National Youth in Transition Database Served Population

Academic Supports	Count	Percent of Total
No	569	38.86%
Yes	927	61.14%
Grand Total	1496	100.00%

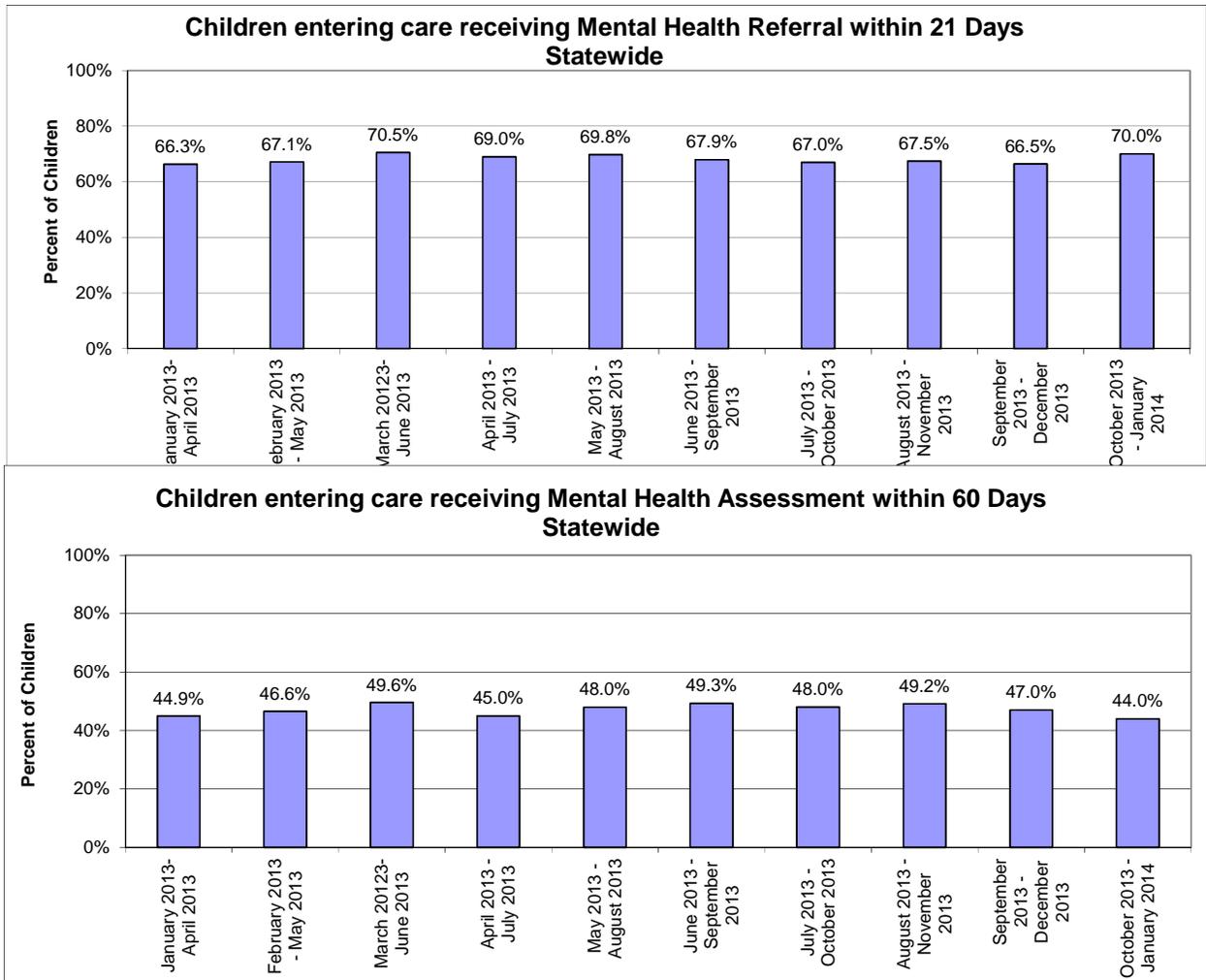
OR-Kids Report

October 2013 - March 2014 Post-Secondary Academic Supports Flag for National Youth in Transition Database Served Population

Post-Secondary Academic Supports	Count	Percent of Total
No	1051	71.03%
Yes	445	28.97%
Grand Total	1496	100.00%

OR-Kids Report

Oregon continues to measure the educational outcomes for children in care. Additionally, ongoing work with the Department of Education in developing data sharing agreements and electronically sharing data continues. Until the Department of Education implements a statewide database for children in public school, child welfare must continue to work with the individual school districts in Oregon. Some districts have allowed child welfare access to the parent portals of the local school districts which provides much additional information readily available to a caseworker. This information must still be manually input into the OR-Kids system. The Department is committed to developing the data sharing capacity.



Source: DHS Dashboard 60 Day MH Tracking History (May 2014) (Manual Tracking)

The above measures are tracked through a manual tracking system established in each District. This system was established prior to the implementation of OR-Kids. The Department has been unable, to date, to delineate clear data on initial health and mental health assessments through our electronic system. More analysis of systematic tracking of this critical assessment is needed to fully understand compliance with this requirement, and, more importantly, to ensure children are receiving timely and adequate services to meet their health and mental health needs.

Similar data showing the percent of children who enter foster care that have a mental health assessment and physical health assessment is one of the Oregon Health Authority's Performance measures for the Oregon Coordinated Care Organizations.

The Oregon Health Authority established the following incentive metric: *Percentage of children age 4+ who receive a mental health assessment and physical health assessment within 60 days of the state notifying CCOs that the children were placed into custody with the Department of Human Services (foster care). Children under four are only required to have a physical health assessment.*

Unfortunately, this measure does not meet the Department requirements for timely assessments, and the Department needs to continue the work with the Oregon Children’s Health Care Advisory Team to align these measures. Additionally, the Department needs to establish a standardized process for information transfer for children entering substitute care, leaving less reliance on caseworker and foster parent advocacy and more reliance on health and mental health provider care coordination.

As part of monitoring a child’s mental health, Oregon has processes in place that provide oversight and monitor the psychotropic medication prescriptions and additional services of children in foster care. The periodic review of children receiving psychotropic medications is reported quarterly on the QBR to determine the percentage of eligible children had an annual review of psychotropic medication.

Targets:

Red: Needs immediate attention, <75%

Yellow: Needs oversight for trends, 76-90%

Green: Within acceptable range, 91-100%

Psychotropic Medication REVIEW	3rd quarter 2013	4th quarter 2013	1st quarter 2014
	83%	87%	90%

Source: Internal Report

Oregon’s CFSR case review indicates children’s health and mental health needs being met as a ‘Strength,’ since this measure was initiated in July, 2013.

CFSR REVIEW Ratings	3rd quarter 2013	4th quarter 2013	1st quarter 2014	2nd quarter 2014
22: Medical, Dental Needs Met	(45 cases) 97.8%	(54 cases) 98.3%	(32 cases) 91%	(58 cases) 95.0%
23: Mental Health Needs Met	(42 cases) 97.6%	(46 cases) 91.3%	(24 cases) 100%	(51 cases) 98.0%

Source: CFSR Report

Strengths

- Oregon has been building a Quality Assurance team and developing an ongoing, internal CFSR process.
- Quarterly CFSR reviews provide timely feedback to local offices on federal outcome measures, which in part, may be a factor in the positive well being outcomes Oregon sees in the CSFR reviews.
- Oregon continues to place an emphasis on timely physical and mental health assessments for children coming into care, which may be a factor in positive well being measures.

Concerns

- Oregon’s data remains inconsistent. While not all children appear to have timely referrals to services, the case reviews seem to indicate a significantly high percentage of children’s health and mental health needs are met. Oregon needs to further analyze these apparent discrepancies and develop a consistent practice of data reporting and analysis to address the inconsistencies.
- There are discrepancies between the OHA incentives and the DHS requirements for timely assessments when a child enters foster care.
- There is internal discrepancy between some of the CFSR measures and what is reported through current reporting processes
- The current measures may not fully address our ability to assess well being measures for children in foster care and those served in home.

III. Systemic Factors

Information System

- Oregon implemented a new SACWIS system (OR-Kids) in September, 2011. Conversion of case and service related data from the previous data system, user training and data input has been a focus over the past

three years. In addition, Oregon incorporated the financial payment system into OR-Kids which, though beneficial, has caused a significant amount of time learning and adjusting to a data system at all levels within the organization from case work staff to financial accountants.

- Despite the challenges of converting to and training staff statewide on the OR-Kids system, OR-Kids can readily identify status, demographic characteristics, location, and goals for placement of every child in foster care. There are a number of reports that provide this data to state and local managers, both on the monthly Dashboard reports (click link to the April, 2014 report for an example: <http://www.oregon.gov/dhs/data/publications/dashboard2014-04.pdf>) as well as periodic reports provided to managers for the purpose of emergency location of children and identification of children with special medical needs. OR-Kids provides ready access to reports for all casework staff on the desktop of the OR-Kids system, as seen in the hyperlinks below available to all staff.

[OR-Kids Reports](#)

[OR-Kids ROM Reports](#)

[OR-Kids Training](#)

[OR-Kids Online](#)

- Oregon continues to build a robust data collection system
 - The following program areas have ongoing standardized reports built into the OR-Kids Reports system:
 - Adoption and Guardianship
 - Eligibility
 - Family and In-Home Services
 - Foster Care Program
 - National Measures (Office of Business Intelligence)
 - Other Business Units (specific program area reports such as ILP, ICPC, etc.)
 - Screening and Assessment
 - Well Being
- Oregon partnered with Kansas University in developing Results Oriented Management (ROM) which allows the Department to build reports in

multiple areas of child welfare available for both internal and external use.³

- Oregon reports monthly Dashboard measures to Districts and counties on standardized measures
- Oregon uses internal Department staff capacity to create ad-hoc reports to quickly address the need for analytical data

Strengths

- In Oregon's pre-SACWIS site review April 15-18, 2014 prior to a formal SAR (SACWIS Assessment Review) outlined observations, recommended changes in the (Site Review Instrument) SRI, and technical assistance to improve usability and promote system acceptance.
- The Department has a data exchange agreement with the Juvenile Court Improvement Project that allows timely administrative review of cases.
- The Department is working with our judicial partners who are implementing an E- Court (Electronic Court Records) system. This is currently being piloted in several counties in Oregon.
- OR-Kids and ROM reports are readily available resources for data that will be consistently available throughout the state.
- Oregon is focused on data driven management and our current systems allow for routine review of practice.

Concerns

- Oregon has struggled with the data conversion issue since the implementation of OR-Kids and continues to make decisions on addressing challenges with creating new reporting systems.
- Courts, tribes and community partners have continued to request data that was not readily available.

Case Review System

Generally

In Oregon, the courts and CRB share responsibility for conducting required periodic reviews of children in foster care. Typically, the CRB reviews the case at 6 and 12 months, and the court holds a permanency hearing at 14 months. After

³ See attached List of ROM reports currently available.

that, the CRB and court alternate review every six months until the child leaves care. This alternating schedule can shift if the court holds an early permanency hearing or other complete judicial review. Nonetheless, cases are either reviewed by the court or CRB no less frequently than once every six months.

The CRB ensures compliance with the periodic review requirement by carefully tracking every child who enters foster care in a case management system called Juvenile OJIN Integrated Network (JOIN). Every weeknight, the CRB receives a data download from the Department of Human Services (DHS) of every child who entered foster care the prior day. JOIN automatically creates a first review due date six months from that date. If the child does not return home or have a court hearing that meets the periodic review requirement, it will be reviewed by the CRB on or before the review due date. Each time a CRB review, permanency hearing, or other complete judicial review is held, a new 6-month review due date is set in JOIN.

While the CRB has been noted as a ‘strength’ in past Child and Family Services Reviews, it has also been noted that too often, the CRB will conduct a review around the same time as the court. These are referred to as duplicate reviews. In 2012, the CRB implemented a policy to eliminate duplicate reviews. Before a CRB review is scheduled, CRB staff manually check the court’s case register to ensure the court has not scheduled or already conducted a periodic review for the current review period.

Strengths

- Oregon courts and local Citizen Review Boards share responsibility for conducting required periodic review of case plans for children in foster care; dependent upon court schedule, cases are reviewed by one of the two bodies no less frequently than once each 6 month period.
 - Nightly data exchange between OR-Kids and Juvenile OJIN Integrated Network (JOIN) allows for automated tracking of CRB and court reviews. Timeliness of periodic review is also tracked through AFCARS reporting and Oregon is within the 10% error range for this element of the AFCARS report.
 - CRB routinely checks court dockets prior to scheduling to avoid duplicate review of cases with Oregon courts.
- Oregon routinely measures timeliness of hearings regarding achieving a permanency plan and measures:
 - Percentage of hearings held within 14 months of a dependency petition (93% in 2013)

- Number of days between dependency petition and first permanency hearing (mean is 387 days, median is 365 days) both within the 14 month timeline
- Number of days between subsequent permanency hearings (mean is 265 days, median is 307 days) both within the 12 month timeline

Concerns

- Oregon needs to develop a report for children who are returned home for trial reunification. Current reporting systems do not capture this population, and Oregon law does not require CRB review of these cases.

Termination of Parental Rights

Strengths

- Of the 3,000 Oregon children that have been in foster care at least 24 months, 37.8% have achieved a TPR by their 17th month in care.
- The Department reviews all permanency plans for each child in its legal custody at six months through a Citizen's Review Board or at a Court hearing conducted in lieu of the review. Unless a qualified exception is granted, DHS must file a petition to terminate the parental rights of the parents of a child when the child has been in foster care 15 out of the most recent 22 months. A permanency hearing required 12 months after jurisdiction or 14 months after removal whichever is sooner must include the Department's plan to file for TPR or provide a showing of good cause as to why TPR is not in the best interest of a child. If the Department will not be filing a TPR petition at 15 months, the permanency hearing order must reflect that a good cause exception was granted. Good cause can be based on the following: the child is being cared for by a relative and the permanent plan is for the child to remain with that relative, the Department has not provided to the family the services deemed necessary for the safe return of the child, or there is a compelling reason that filing the petition would not be in the best interest of the child.
- Oregon routinely reviews the following measures in the Quarterly Business Review process
 - Median length of stay

Date of Source Data	Median Length of Stay in Months
10/1/2013 to 12/31/2013	17.06
1/1/2014 to 3/31/2014	18.40
4/1/2014 to 6/30/2014	18.17

o Median months to adoption

Report Date	Number of Children Adopted	Median Months to Adoption
Oct to Dec 2013	242	33.95
Jan to Mar 2014	110	33.08
Apr to June 2014	165	35.38

o Timeliness to adoption within 12 months of TPR

Report Date	Total Children	Number Met	Percent Met
Oct to Dec 2013	174	75	43.1%
Jan to Mar 2014	219	94	42.9%
Apr to June 2014	220	97	44.1%

Concerns

- Oregon needs to continue to routinely monitor permanency data and do further analysis on the impact of practice changes such as Differential Response and strategic actions such as PRTs on these measures.
- Oregon does not yet have a robust system of analyzing predictive factors in achieving timely permanency. Better analysis of available data such as Child and Adolescent Needs and Strengths(CANS)

screening results, educational and placement stability, and quantity of family and sibling visits will likely positively impact Oregon's ability to achieve permanency.

- Oregon has not consistently used data to inform practice and to use the data to improve practice to achieve consistency statewide.
- Oregon needs to analyze whether the measures identified above will lead to practice improvement or additional measures are needed.

Notice of Hearings to Caregivers

Strengths

- Requirements for giving notice of hearings to caregivers and informing caregivers of their right to be heard is embedded in Oregon Administrative Rules
- 11 of the 16 Districts have a documented process for providing notice to caregivers, and the remaining five Districts are currently developing and documenting the process

Concerns

- Oregon does not have a current automated mechanism to confirm the notice of hearing was provided to the child's caregiver or the number of caregivers who provide information during the review process. Oregon is developing a foster parent survey to routinely gather this information, as well as, including specific case review questions in the Oregon CFSR tool.

Quality Assurance System

DHS continues to focus its CQI efforts on identifying desired outcomes and measuring these outcomes through Quarterly Business Reviews (QBR) for improvements. DHS Breakthrough Mapping and QBRs are the foundation for Oregon's Continuous Quality Improvement system.

A Summary Quality Business Review Scorecard continues to reflect measurements of the desired outcomes each quarter, including Child and Family Services Review outcomes. Data on CFSR results includes overall strengths ratings in the outcome areas of Safety, Permanency, and Child and Family Well-Being.

A quarterly debrief of findings of the CFSR reviews takes place with program consultants with major strengths and areas for improvements identified. Action plans are developed and discussed with CW leadership and partners.

Strengthened collaboration and communication with agency leadership and partners regarding CFSR outcomes continue to be key components of Oregon's Continuous Quality Improvement strategy.

Case record review process and feedback loop

Staffing changes in Oregon's Child Welfare Quality Assurance team this past year have provided opportunities for improving training for new staff members. There are four full time staff assigned to the QA work.

An improved feedback loop process continues as a primary goal of the QA team. The QA team is actively engaged with agency leadership and partners, and participates in numerous meetings and committees, including Child Welfare Policy Council; ICWA Advisory Committee; Consultants' quarterly meetings; District and Program manager meetings; and monthly confers with Program leadership. Review finding summaries have also been shared with the Portland State University Training Partnership. The QA team is collaborating with the Partnership in an effort to identify training needs for field workers and supervisors.

Oregon is changing from the abbreviated CFSR tool to the full 2014 Federal On-Site Review Instrument beginning in fall 2014, with the last quarter of 2014 dedicated to implementation of the new federal CFSR tool and incorporating specific Oregon measures to be identified in the upcoming months. Missing from our current process is the use of stakeholder interviews, a comparison of the administrative data with the outcomes from the case reviews, and use of field and program staff to partner reviews with the Office of Program Integrity staff. Over the next year, Oregon will incorporate these elements into the review process to provide additional data to inform both good practice and practice improvements.

Strengths

- Oregon is developing a multifaceted statewide process for ensuring quality in service delivery and continuous improvement of the service delivery system driven by data collected through the Office of Business Intelligence (OBI), and reviewed by state and local staff and stakeholders through the Office of Child Welfare Program.
- Oregon reviews the federal NCANDS, AFCARS, and NYTD data for accuracy and completeness.

- Oregon has implemented an internal Quarterly Business Review (QBR) process within the Department involving both administrative and field staff, including specific areas related to child welfare; developed and continues to refine data measures to accurately reflect the functioning of the child welfare system. QBR measure areas include, but are not limited to:
 - Safety
 - People Living as Independently as Possible
 - Customer satisfaction
 - Service equity
 - Employee engagement (including training)
 - Workforce diversity
 - Community business partnerships
 - Operating processes (including timeliness of investigation/completion)
 - Provider regulation (including psychotropic medication use, timely referrals for health/mental health assessments)
- In each of the QBR measures, the Department has developed a target measure indicating success, and established ranges within the area of non-achievement that provides a quarterly snapshot of progress
- Oregon's review process selects a sample of 60 cases per quarter with a goal of reviewing cases from all 16 Districts within each calendar year.
- Oregon has developed an ongoing CFSR process which mirrors the federal CFSR. Oregon is revising the current Oregon CFSR tool to mirror the revised federal CFSR, will complete the training manual, will provide training and develop systems for inter-rater reliability, and will develop mechanisms for systematic review and analysis of findings. Oregon will use the last quarter of calendar year 2014 to develop and prepare for these changes.
- The current Oregon CFSR process reviews a certain number of cases from a statewide sampling on a quarterly basis and reports findings to the Districts and branch offices from which the files were selected. Statewide summary data is provided to the management team of the Office of Child Welfare Programs.
- Oregon has received and is incorporating feedback from Region X in a letter dated November 20, 2013, and continues to develop and refine an overall quality assurance/continuous quality improvement strategies based on the feedback.

- Oregon convenes meetings of all OCWP consultants each quarter to enhance the quality and consistency of consultation to supervisors in the branch offices throughout the state.
- Oregon has required each District in the state to create a sustainability plan for fidelity to Oregon Safety Model practice.
- Oregon has developed a methodology for ongoing releases of computer based training to refresh and sustain practice fidelity to the Oregon Safety Model.

Concerns

- Oregon needs a more comprehensive, overall plan for the management, dissemination, review and analysis of data, and the development of systematic steps to quality improvement. This will be addressed in the CFSP goals.
- Oregon needs to update and revise certain QBR measures to more accurately and precisely report data that can be used to inform practice.
- Oregon needs to better define the systematic processes for stakeholder input and review of child welfare goals and outcomes.
- Oregon needs to review the reliability and consistency of use of data throughout the state and provide additional training on how to use data.
- Oregon needs to develop timelines to strategically implement the opportunities outlined in the November 3, 2013, letter from Region X outlining the opportunities to enhance all 5 components of the QA/CQI system.

Staff & Provider Training

- Please see *Staff Training and Workforce Development*, for detail regarding *Staff Training*.

Foster and Adoptive Parent Training

- Foundations training

Foundations training is the initial classroom training provided to all new foster and relative caregivers and to all adoptive applicants. The 24 hour training covers nine specific subject areas foundational to caring for children in substitute care. The curriculum materials were standardized for statewide use

over the past several years. The Department trains local certification staff to provide Foundations training.

The Department was also a participant in the Northwest Media research project for a mixed venue presentation of Foundations training, with ten on-line sessions and four in-person sessions. Although the research is not yet completed, early results indicate high satisfaction for participants, high knowledge retention than the control group which attended in person classes only, and a higher percentage completion rate. Oregon is further researching the capacity to both provide more web based, individualized training and training knowledge retention.

The Department is tracking foster, relative and adoptive parent training in the OR-Kids system on the individual provider's record. This information is accessible by both the certification and supervisory staff.

- **Foster/Relative/Adoptive Parent ongoing Training**

In 2015-2019, PSU and CWP will continue to present classroom training sessions, and distance training sessions via Netlink, to foster, adoptive and relative caregivers across the state of Oregon. PSU-CWP continues to offer a wide variety of training topics to select from. The list of available courses contains 68 training topics, and includes 16 topics available in Spanish. The Department has also purchased translation equipment, which allows a local office to have a translator available at any training provided in English, should there be a number of families who need the training in another language. The equipment allows for training to be provided in two languages simultaneously. Districts may choose from the available training topics during the course of each biennium. The distribution of class availability is calculated based on the numbers of children in care in each District, with a minimum number of offerings for every District to ensure training resources are available statewide and the smaller Districts have resources available. PSU tracks the training completed and number of attendees at each session.

CWP offers classroom training in Spanish at the branch request and offers an additional Netlink delivered in Spanish each quarter.

Caregiver Training Attendance	
2011	2952
2012	3012
2013	2591

Of those who self-identified, 1272 identified as relatives, 4628 identified as certified foster parents, 1802 identified as adoptive parents, 467 identified as staff, and 384 identified as community partners.

- **Foster Parent Training Website**

The Department, through the PSU partnership purchases a number of on-line classes through Northwest Media, Inc.'s Foster Parent College. These classes have been especially helpful for providers who work or attend school and cannot attend the regularly scheduled training sessions.

- **Foster Parent Lending Library**

The Foster Parent Lending Library continues to be a resource for Foster Parents to access training information. The on-line library offers easy internet access, materials in Spanish, return postage pre-paid, videos and audio recordings.

Service Array

With the legislative support to implement Strengthening, Preserving and Reunifying Families (SPRF) legislation in 2011, Oregon embarked on an internal needs assessment to determine the service array needed to further the efforts to keep children safely in their homes and to reunify quickly when foster care was needed to ensure child safety.

As of April 24, 2014, the Department has executed contracts with county partners in 19 counties (Columbia, Tillamook, Multnomah, Yamhill, Linn, Benton, Lincoln, Lane, Douglas, Coos, Jackson, Josephine, Deschutes, Klamath, Lake, Umatilla, Malheur, Clackamas, and Washington) and has developed and implemented services consistent with those outlined in ORS 418.580.

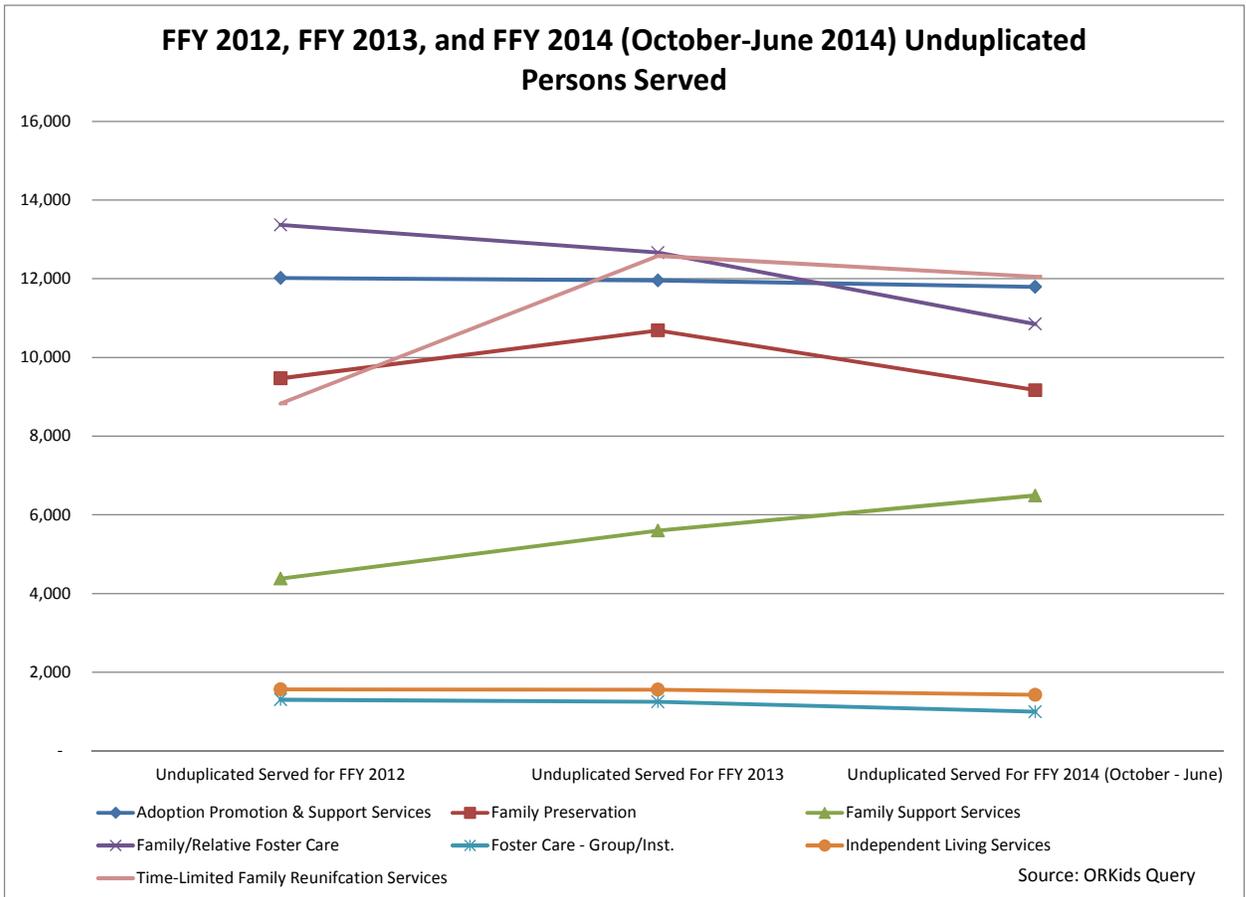
Each county that has implemented the SPRF program already had services available to families involved with child welfare, however, there is no prescribed array of services for individual counties. With additional SPRF funding, each county has enhanced and developed their individualized service array through gathering input from county partners and program staff. The intent was to identify gaps in current service provision and to build capacity in services already being rendered. Once the gaps were identified, proposals were written regarding the gaps in specific services identified in the community

meetings and through surveys. A variety of community partners had representatives at meetings in the counties and provided valuable input and planning of the service array for the individual counties including: Judicial Department, Tribes, law enforcement, county employees, faith-based organizations, school districts/education, drug and alcohol and mental health programs, parent programs, etc.

The following list demonstrates some of the themes found in the gap and needs assessment in the counties where the SPRF services are in place and where services needed to be secured or increased. This is not a comprehensive list of services for each county.

- Navigators: Specialists to help navigate social service agencies. (Multnomah, Lane, Clackamas, Tillamook, Coos, Klamath, Lake)
- Parenting: Father, Culturally Specific, and Intensive parenting classes. (Multnomah, Lane)
- Parent Mentoring: Specialists to reinforce parenting behaviors, supportive services. (Tillamook, Clackamas, Umatilla, Josephine, Jackson, Multnomah, Lane, Klamath, Deschutes, Coos, Washington)
- Relief Nursery: Daycare, parenting, support services. (Umatilla, Jackson, Coos, Malheur, Clackamas, Deschutes)
- A&D Treatment: Inpatient/Outpatient services that focus on multi-dimensional issues such as parenting, DV services, and a relief nursery. (Umatilla, Clackamas, Jackson, Tillamook, Lane, Deschutes, Yamhill)
- Housing: Short-term & Emergency Housing services. (Umatilla, Josephine, Jackson, Multnomah, Malheur, Clackamas, Tillamook, Lane, Columbia, Yamhill, Deschutes, Washington, Benton)
- Front End Interventions: Specialists (Alcohol and Drug, Mental Health, Domestic Violence, and human service generalists) responding with CPS workers. (Clackamas, Umatilla, Josephine, Jackson, Malheur, Linn, Tillamook, Columbia, Lane)
- Life Skills Coaches / Home Visitors: Provides similar services as Navigators. (Umatilla, Josephine, Multnomah, Coos, Tillamook, Lincoln)
- Reconnecting Families: Specialists used to engage families and conduct relative searches for additional familial resources/placements. (Josephine, Jackson, Lane, Coos, Washington)

- Trauma Services and therapeutic services: Intensive services to trauma affected families and children. (Multnomah, Columbia, Clackamas, Jackson, Tillamook, Lane)
- Family visitation: (Josephine, Jackson, Umatilla, Tillamook, Deschutes, Lincoln)



The chart above accurately reflects the trend toward increasing the family support service array and the related trend decreasing the numbers of children in substitute care. Although the chart appears to reflect a decrease in Adoption Promotion and Support, some of the adoption and guardianship related services tracked in OR-Kids are not yet captured in the data extractions. This is another instance of the need for resources and attention to accurate data.

Children in Foster Care per 1,000 Children, by County (Point-in-time on 9/30; 6/30 for 2011)

County	Population under 18***			Number in Foster Care			Rate per 1,000		
	2011	2012	2013	2011	2012	2013	2011	2012	2013
BAKER	3,276	3,252	3,206	40	38	46	12.2	11.7	14.3
BENTON	15,335	15,233	14,848	49	72	57	3.2	4.7	3.8
CLACKAMAS	88,624	88,403	88,015	387	494	541	4.4	5.6	6.1
CLATSOP	7,617	7,595	7,514	99	87	75	13.0	11.5	10.0
COLUMBIA	11,565	11,419	11,455	156	205	193	13.5	18.0	16.8
COOS	12,016	11,991	11,820	255	211	214	21.2	17.6	18.1
CROOK	4,495	4,370	4,321	27	38	45	6.0	8.7	10.4
CURRY	3,472	3,412	3,532	55	43	41	15.8	12.6	11.6
DESCHUTES	36,315	36,463	36,190	131	170	170	3.6	4.7	4.7
DOUGLAS	21,933	21,787	21,526	348	362	309	15.9	16.6	14.4
GILLIAM	350	351	360	13	7	14	37.1	19.9	38.9
GRANT	1,398	1,362	1,401	8	9	12	5.7	6.6	8.6
HARNEY	1,632	1,601	1,633	16	11	14	9.8	6.9	8.6
HOOD RIVER	5,816	5,819	5,716	35	21	22	6.0	3.6	3.8
JACKSON	44,233	44,042	44,156	389	419	421	8.8	9.5	9.5
JEFFERSON	5,459	5,396	5,402	46	27	50	8.4	5.0	9.3
JOSEPHINE	16,767	16,597	16,675	281	265	270	16.8	16.0	16.2
KLAMATH	14,749	14,610	14,640	239	246	231	16.2	16.8	15.8
LAKE	1,496	1,473	1,449	28	42	22	18.7	28.5	15.2
LANE	69,730	69,063	68,782	1,224	1158	1103	17.6	16.8	16.0
LINCOLN	7,996	7,964	7,954	141	137	154	17.6	17.2	19.4
LINN	28,222	28,210	28,202	299	308	314	10.6	10.9	11.1
MALHEUR	7,997	7,927	7,789	68	124	136	8.5	15.6	17.5
MARION	83,726	83,964	83,223	997	929	822	11.9	11.1	9.9
MORROW	3,160	3,125	3,171	23	23	22	7.3	7.4	6.9
MULTNOMAH	150,822	151,069	152,189	2,037	1935	1759	13.5	12.8	11.6
POLK	18,510	18,637	18,172	182	148	148	9.8	7.9	8.1
SHERMAN	350	348	336	11	8	9	31.5	23.0	26.8
TILLAMOOK	5,048	5,057	5,005	63	47	51	12.5	9.3	10.2
UMATILLA	20,333	20,397	20,350	136	150	131	6.7	7.4	6.4
UNION	5,900	5,956	5,764	50	43	24	8.5	7.2	4.2
WALLOWA	1,344	1,356	1,314	8	8	8	6.0	5.9	6.1
WASCO	5,880	5,900	5,753	103	86	101	17.5	14.6	17.6
WASHINGTON	135,820	136,365	136,145	754	714	590	5.6	5.2	4.3
WHEELER	264	260	248	1-5*	9	10	3.8-19.0*	34.6	40.3
YAMHILL	24,751	24,735	24,554	181	176	174	7.3	7.1	7.1
OREGON**	866,397	865,508	862,810	8,882	8,770	8,303	10.3	10.1	9.6

**Values masked to assure confidentiality.

***Population 2011-2012 from the PSU Population Research Center

***Population 2013 from Easy Access to Juvenile Populations: 1990-2012.

Source: Oregon Databook AFCARS

These numbers reflect a point in time snapshot of all children in care, including foster care, relative care, contracted foster care (behavior rehabilitation services), and psychiatric residential care services.

Behavioral rehabilitation services (BRS) is a contracted foster care service for children with debilitating emotional and behavioral challenges. More than 434 foster children per day receive these services, including behavioral intervention, counseling and skill-building services in professional assessment and

stabilization facilities, therapeutic foster care, and residential placement. These service programs are administered through contracts with licensed, private child-caring agencies.

**Children Served in Foster Care, by Race
SFY 2011, FFY 2012 and FFY2013**

Race	SFY 2011	FFY2012	FFY2013
African American	8.2%	6.8%	7.0%
Asian/Pac Islander	1.6%	1.1%	1.2%
Caucasian	64.4%	66.5%	68.6%
Hispanic (any race)	14.4%	14.8%	16.4%
Native American	5.9%	3.8%	4.5%
Unknown/Not Recorded	5.5%	7.0%	2.2%

Source: Oregon Data Book, AFCARS

The Department also has the ability to review the services paid through Department budget funds in the OR-Kids system, which provides an indication of services supported through the Department (this is not a reflection of services funded through other state agencies, local government or community resources.) The attached chart (Appendix 3) demonstrates the services provided to children and families which are reflected through the OR-Kids service categories and types.⁴

The Department has an array of adoption recruitment and post adoption supports available. Please refer to *Targeted Plans within CFSP, Foster and Adoptive Parent Diligent Recruitment Plan* for additional information.

Adoption Assistance (AA)	
Date	Number of children with an open AA services
12/31/09	10816
12/31/10	10870
12/31/11	10868
12/31/12	10990
12/31/13	11033

Source: OR-Kids Query

⁴ OR-Kids service Category and Type service array.

Guardianship Assistance (GA)	
Date	Number of children with an open GA services
12/31/09	998
12/31/10	1031
12/31/11	1108
12/31/12	1208
12/31/13	1319

Source: OR-Kids Query

Strengths

- Oregon has conducted local needs assessments to determine the gaps in the service array in each locality.
- Oregon has expanded the service array for families and children.
- Oregon is reducing the numbers of both children in substitute care and children served in their own homes.
- Oregon has multiple resources for recruitment and support of adoptive families.
- Oregon continues to support adoptive families and families who become guardians through adoption assistance, guardianship assistance, and contracted consultation, support and referral services through the Oregon Post Adoption Resource Center.

Concerns

- Although not reflected in the data, Oregon struggles with access to appropriate treatment placement options for children with specialized behavioral and emotional needs.
- The increase in Oregon's population of children served through the Oregon Health Plan has strained the mental health system for availability of psychiatric residential placement for children with severe mental health needs and crises.
- Even though there are less children served in substitute care and less children served in home at this time Oregon is unclear of reasons for the change, surmising that implementation of the Oregon Safety Model is resulting in more precise assessment of child safety. With the expectation of more children served safely in home, with additional reporting capacity currently being built from OR-Kids functional changes, Oregon will track this with more clarity over the next year.

Agency Responsiveness to the Community

- Please also refer to *Collaboration* and *Service Coordination*.

*Foster and Adoptive Parent Licensing, Recruitment and Retention*⁵

Oregon uses the Structured Analysis Family Evaluation (SAFE) home study for certification of all foster and adoptive homes, including relative caregivers and non-relative applicants. There is an expedited certification available for identified relatives and applicants who have an existing relationship with children in or coming into foster care, in order to expedite a child's placement with someone they are related to or with someone whom they know. The expedited certification process is an initial assessment that includes a completed application, criminal background check, child welfare registry check, face to face contact with the applicants, a walk-through of the home and surrounding environment, and two reference checks. The complete home study and assessment is finished within a specified time frame which is up to 180 days.

Expedited certification is the first priority in the certification workload. The timeframe for general applicant foster home studies can be up to 180 days from the time an individual applies. If the Department needs more time to assess the applicant an exception may be requested to extend that time frame.

Additionally, through our contracted BRS placements, Oregon utilizes foster homes certified through the licensed, private child-caring agencies. These programs must comply with all safety standards for certification but do not have an expedited process for certification of foster homes. Since Oregon only utilizes a limited number of these homes and only under contract with the private agency, Oregon does not independently track the total numbers of these licensed homes. Only the homes which are utilized through Department contracts are maintained as professional foster homes in our data system, and Oregon has not created separate reports for these resources.

⁵ Also please see *XI. Targeted Plans within the CFSP, Foster and Adoptive Parent Diligent Recruitment Plan*.

The data below is for homes certified through the Department only.

Number of Certified Foster Homes by Certification Type *								
2010			2011			2013		
Regular	Special	Total	Regular	Special	Total	Regular	Special	Total
2,113	2,560	4,673	2,589	1,723	4,312	2,627	1,672	4,229

*2012 data not available (Special are those homes certified through the expedited process described earlier, and are most often relatives but may be other persons known to the family or child.)

**Number of Certified Foster Homes on 1/9/2013
by Certification Type**

County	Regular Certification	Special Certification	Total Homes
BAKER	36	9	45
BENTON	47	10	57
CLACKAMAS	170	132	302
CLATSOP	31	17	48
COLUMBIA	40	32	72
COOS	85	32	117
CROOK	**	**	16
CURRY	**	**	20
DESCHUTES	73	33	106
DOUGLAS	123	61	184
GILLIAM	-	-	-
GRANT	15	6	21
HARNEY	-	-	-
HOOD RIVER	-	-	-
JACKSON	94	117	211
JEFFERSON	12	7	19
JOSEPHINE	92	41	133
KLAMATH	47	36	83
LAKE	7	6	13
LANE	326	227	553
LINCOLN	35	15	50
LINN	124	49	173
MALHEUR	39	26	65
MARION	169	122	291
MORROW	**	**	15
MULTNOMAH	517	387	904
POLK	54	23	77
SHERMAN	-	-	-
TILLAMOOK	22	9	31
UMATILLA	45	32	77
UNION	**	**	26
UNKNOWN	110	41	151
WALLOWA	-	-	-
WASCO	39	33	72
WASHINGTON	149	125	274
WHEELER	-	-	-
YAMHILL	66	27	93
OREGON	2,627	1,672	4,299

**Range given to assure confidentiality.

Number of children adopted by a relative or current caregiver*			
	Adopted by a relative	Adopted by a current caregiver	Adopted by a general applicant for adoption
2009	33.6%	43.2%	22.2%
2010	35.9%	39.2%	24.8%
2011	39.3%	35.2%	25.6%

2012 data not available*

Oregon recently became aware of an issue regarding claiming IV-E funds inappropriately on some cases during the period of expedited certification. The recent IV-E audit brought this to Oregon’s attention and Oregon is developing a program improvement plan and procedures to ensure appropriate IV-E foster care maintenance claiming.

Strengths

- Oregon captures and analyzes data regarding the children in care and the Department certified foster homes over a several year period.
- Oregon children exiting foster care to adoptive homes are adopted by a relative or family currently caring for the child 75-80% of the time and recruitment is needed for only about 20-25% of children free for adoption.
- The Department was recently awarded a Diligent Recruitment cooperative agreement (GRACE: Growing Resources and Alliances through Collaborative Efforts) with a focus on six identified Districts in Oregon to recruit, certify, train and support additional foster families and to use the demonstration grant as a statewide model for a customer-service driven recruitment and retention model.
- The Department has a contract with Boys and Girls Aid Society designed to increase the number of available foster and adoptive families for children who are difficult to place. The Department and BGAID are actively applying for grants to increase child specific recruitment services. BGAID provides quarterly reports that include the number of active cases, the number of children involved, dates of referral, and the status of the case, i.e. matched, pending, closed. In addition to child specific recruitment services funded by Oregon, BGAID has two child specific recruiters funded by The Dave Thomas Foundation (DTF) which BGAID uses to supplement their contract with Oregon. BGAID is required to report data to DTF, and they have the ability to provide Oregon with their own metrics on Oregon children. DTF also has

national statistics regarding the success of child specific recruiters which confirms for Oregon that this is an important investment. The Department contracts with Northwest Resource Associates to provide in state photo listing services for easier to place Oregon children and nationwide photo listing services for harder to place Oregon children. The median length of time for children to be matched with a family is 120 days.

- In addition to the adoption worker(s) in the local branch office, 12 private adoption agencies in Oregon train and study applicants for Department children increasing the pool of available adoptive parents. 50-60 children each year are placed with general applicants studied by private agencies.

Concerns

- The Department at times struggles with appropriate placement matching due to the complexities of children's needs and the limited capacity of the number of providers. Although there may be certified homes, there are times when homes are not available for children with complex behavioral or health care needs.
- With an increased emphasis on relative placement, recruitment and retention of general applicants at times receives less attention and urgency.
- The transition to a new database, the OR-Kids system, has delayed consistent data collection.

IV. Plan for Improvement

Over the past several years, Oregon has embarked on significant child welfare practice changes. Please refer to *Assessment of Performance* for additional detail about the practice changes. The SACWIS system (OR-Kids) provides Oregon with significantly more information about child welfare cases and requires creation of new methodologies to report and analyze the data available. These changes have provided Oregon with both the opportunity and the challenge to provide child welfare services in new ways and with new partnerships. The changes have also challenged the state to rethink how to measure the work and how to analyze whether the systemic changes in practice improve the lives of the families and children we serve.

The implementation of a new data collection system provides Oregon with multiple opportunities to conduct analysis of the population we serve, the service array we provide, and the impact of services on the children and families. The complexity of OR-Kids has also challenged the state to think critically about the data, and how to develop reports and measures that accurately reflect the intended measure and whether the information can inform practice and service delivery to achieve better outcomes.

The *Assessment of Performance* is somewhat an indicator of the variety of reports currently available or under development. Oregon will use this opportunity in the development of the 2015-2019 State Plan to collaboratively make decisions on the measures to be used, both for outputs and outcomes, and will have these decisions finalized within the first six months of the 2015-2019 five year plan. As seen in the Oregon goals, measures indicated are the possible measures at this time. Oregon has not yet made decisions on benchmarks in the five year period and will do so in the first six months of FFY 2015.

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: Oregon will increase the number of children with identified safety threats who safely remain in their own homes (decrease in removals) through safety planning (fidelity to the Oregon Safety Model practice).

Intervention #1: Implement the Differential Response in all counties in Oregon.

Intervention #2: Improve practice in safety assessment and safety planning through fidelity to the Oregon Safety Model.

Intervention #3: Increase access to and effectiveness of services designed to meet the needs of children and the family.

Key Activities:

- Ongoing staff and supervisor training and coaching.
- Use of family engagement strategies.
- Provision of services to high and moderate need families.
- Independent evaluation through University of Illinois.

Key Activities:

- Ongoing staff and supervisor training and coaching.
- Use of family engagement strategies.

Key Activities:

- Collaboration with community partners.
- Contracts for culturally appropriate, evidenced based, trauma informed services executed through Oregon.
- Increased use of health, family, and child screenings to inform service needs.

Possible Measures:

- Training effectiveness survey
- Number of children who can safely remain at home.
- Number of families with moderate to high needs, who were offered and received services and did not return after 1 year pursuant to the Differential Response implementation plan. (New initiative, no baseline.)

Possible Measures:

- Number of field managers and casework staff who demonstrate competence in OSM.
- Number of children who can safety remain at home.
- Reduction of length of stay in care.
- Number and percent of children re-abused within six months of exit from care.
- Number and percent of children re-abused within one year of return home
- CFSR measures 1, 2, and 3 in quarterly review reports.
- Client satisfaction survey.

Possible Measures:

- Number and types of SPRF contracts.
- Number of performance based contracts
- Program review data.
- Service usage and service completion.
- Number and percentage of CANS and mental health screenings that inform service provision.

Benchmarks:

Oregon will develop a baseline measure, and data reporting methodology within the first six months of the 5-year plan.

Oregon will develop the benchmarks and proposed timetables for achieving the objectives during federal fiscal year 2015 during the course of the QA/CQI work (see Goal 5).

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 and children achieve timely permanency.

Objective 2.1: Oregon will increase stability of children in foster care settings in order to achieve permanency.

Intervention #1: Continue to increase the number of children placed with relatives and persons known to the family.

Key Activities:

- Focused intervention on relative search processes for targeted areas in the state to improve statewide consistency

Possible Measures:

- The number of children placed with relatives.
- Number of placements a child experiences during the foster care episode.

Intervention #2: Improve recruitment, training, support and retention of substitute care providers.

Key Activities:

- Review and update training opportunities for caregivers.
- Implementation of a customer service approach to caregiver support.
- GRACE grant activities.

Possible Measures:

- Number of placements during the foster care episode (baseline is FFY 2013.)
- Number and quality of supports to caregivers.
- Quality review, including knowledge retention, of caregiver training.
- Number of substitute care resources available in comparison to the foster care population

Intervention #3: Maintain or increase Oregon's current sibling placement rate and increase sibling connections.

Key Activities:

- Targeted search for relatives for large sibling groups.
- Focused intervention on sibling placement for targeted areas in the state to improve statewide consistency

Possible Measures:

- Number of relatives searches completed.
- Number of siblings who are placed together in substitute care.

Benchmarks:

Oregon will develop a baseline measure, and data reporting methodology within the first six months of the 5-year plan.

Oregon will develop the benchmarks and proposed timetables for achieving the objectives during federal fiscal year 2015 during the course of the QA/CQI work (see Goal 5).

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 and children achieve timely permanency.

Objective 2.2: Oregon will decrease the length of stay in foster care.

Intervention #1: Targeted use of Permanency Round Tables (PRTs) and case reviews to pursue permanency options for children in care 2+ years or on APPLA plans.

Key Activities:

- Ongoing schedule of PRTs throughout the state.
- Ongoing case review of PRT cases
- Use of consultants to review cases of children on APPLA plans

Possible Measures:

- Number of children receiving a PRT who achieve legal permanency
- Number of children receiving a PRT who achieve relational permanency
- Number and percent of children under age 18 and on an APPLA plan

Intervention #2: Routine case review at 90 day intervals monitoring child safety and conditions for return.

Key Activities:

- Improve the use of the 90 day case review process.
- Monitor compliance with CRB or court reviews held every 6 months.
- Develop a measure for use of the 90 day review.

Possible Measures:

- Number and percent of children exiting care within 3 months and 12 months of entry.
- Number of cases receiving routine CRB and/or court review.
- Report indicating 90 day review with family at 90 day intervals.

Intervention #3: Implement routine case review for any child who remains in care over 12 months after becoming legally free.

Key Activities:

- Implement a specific case review tool for any legally free child who remains in care 12 months after becoming legally free.
- Increase child specific recruitment services for harder to place children.

Possible Measures:

- Number and percent of adoption finalized within 12 months of the date a child is legally free.

Benchmarks:

Oregon will develop a baseline measure, and data reporting methodology within the first six months of the 5-year plan.

Oregon will develop the benchmarks and proposed timetables for achieving the objectives during federal fiscal year 2015 during the course of the QA/CQI work (see Goal 5).

Goal 3: Well Being: Children in foster care are well cared for, remain connected to their family and siblings, and receive services appropriate to their identified needs, and older youth in care are involved in youth driven, comprehensive transition planning.

Objective 3.1: Comprehensive review Oregon’s contracted foster care services.

Objective 3.2: Improve caseworker involvement with families and children in care.

Intervention #1: Collaborate with agency and community partners in Behavior Rehabilitation Services program reiew.

Intervention #2: Ongoing review of and provision of technical assistance to contracted provider programs

Intervention #1: Implement routine review of quality and quantity of caseworker contact with parents and children.

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

Key Activities:

- Participation in review group and workgroups for BRS services.
- Analysis of children’s behavioral health needs.
- Include evidence-based practice interventions in contracted programs.

Key Activities:

- Implement a routine schedule of biennial comprehensive review of each program.
- Provide systemwide and individual technical assistance given program needs.

Key Activities:

- Provide active family involvement in all family meetings.
- Provide active family involvement in safety planning.
- Provide ongoing, quality contact with parents and children in substitute care.

Key Activities:

- Develop practice tools and approaches to actively involve youth in all transition planning activities.

Possible Measures:

- The number and percentage of provider contracts with evidenced based practice.
- Number of children with CANS level 2 or higher that receive behavioral health services.
- Timeliness of children moving to a less restrictive level of care

Possible Measures:

- Number of biennial comprehensive reviews.
- Length of time for programs to achieve compliance with improvement plans.
- Number of technical assistance events provided systemwide and to individual programs.

Possible Measures:

- Number of family meetings and number of family members involved.
- Client satisfaction surveys.
- Number and quality of face to face contacts with parents and children on active child welfare cases.

Possible Measures:

- Number of youth actively involved in family and youth transition meetings identified in the CFSR review process.
- Survey of transition age youth regarding perception of youth driven planning

Benchmarks:

Oregon will develop a baseline measure, and data reporting methodology within the first six months of the 5-year plan.

Oregon will develop the benchmarks and proposed timetables for achieving the objectives during federal fiscal year 2015 during the course of the QA/CQI work (see Goal 5).

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

Objective 3.3: Children in substitute care will receive educational, health and dental care, mental health care, and social services appropriate to meet their needs.

Intervention #1: Each school age child receives appropriate educational services.

Intervention #2: Each child under 5 appropriate for referral to Early Intervention is referred for assessment.

Intervention #3: Implement a standardized system to ensure each child in substitute care receives timely health, dental and mental health assessments.

Intervention #3: Implement standard review that children in care are in safe environments appropriate to meet their individualized needs.

Key Activities:

- Routine review for each child 0-21 years of enrollment and progress in school.
- Routine review of any active IEP.

Key Activities:

- Implement a routine review of children 0-5 who are referred for Early Intervention assessment.

Key Activities:

- Timely screenings for each child entering substitute care.
- Timely review of any child required to have a psychotropic medication review.

Key Activities:

- Provide training to all child welfare staff in confirming safe environments.

Possible Measures:

- The number and percentage of children's educational records routinely updated in OR-Kids.
- The number and percentage of school age children who are not enrolled in school full time.
- The number and percentage of school age children whose educational needs being met is a 'strength' on the CFSR tool.

Possible Measures:

- Number and percentage of children under 5 who have been referred for Early Intervention referrals.
- Number and percentage of children under 5 who are receiving Early Intervention or early childhood educational services.

Possible Measures:

- Number of children in substitute care who receive timely mental health, health and dental screenings.
- Number of children in substitute care whose CANS screenings indicate a need for ongoing mental health or supervision services.
- Number of children who receive services identified in screenings and assessments.
- Number of children in substitute care who receive timely psychotropic medication reviews.
- Number of children in substitute care who receive behavioral health services appropriate to meet their needs.

Possible Measures:

- Number of placement moves.
- Number and percentage of children abused while in foster care.
- Number of staff trained in confirming safe environments
- Number of staff trained in use of the CANS as a case planning tool.

Benchmarks:

Oregon will develop a baseline measure, and data reporting methodology within the first six months of the 5-year plan.

Oregon will develop the benchmarks and proposed timetables for achieving the objectives during federal fiscal year 2015 during the course of the QA/CQI work (see Goal 5).

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: Implement of the Differential Response in all counties in Oregon.

Intervention #2: Improve practice in safety assessment and safety planning through fidelity to the Oregon Safety Model.

Intervention #3: Increase access to services designed to meet the needs of the family.

Intervention #3: Continue to improve staff casework practice in service equity.

Key Activities:

- Ongoing staff and supervisor training and coaching.
- Use of family engagement strategies.

Key Activities:

- Ongoing staff and supervisor training and coaching.
- Use of family engagement strategies.

Key Activities:

- Collaboration with community partners.
- Contracts for culturally appropriate, evidenced based, trauma informed services executed through Oregon.

Key Activities:

- Training to casework staff in Knowing Who You Are.

Possible Measures:

- Training effectiveness survey
- Number of children who can safely remain at home.
- Number of families with moderate to high needs, how were offered and received services and did not return after 1 year pursuant to the Differential Response implementation plan. (New initiative, no baseline.)
- University of Illinois evaluation data.

Possible Measures:

- Number and percentage of children of color in foster care.
- Number of children who can safety remain at home.
- Reduction of length of stay in care.
- Number and percent of children re-abused within six months of exit from care.
- Number and percent of children re-abused within one year of return home
- CFSR measures 1, 2, and 3 in quarterly review reports.

Possible Measures:

- Number and types of SPRF contracts.
- Number of performance based contracts
- Program review data.
- Service usage and service completion.

Possible Measures:

- Number of staff trained in Knowing Who You Are.

Benchmarks:

Oregon will develop a baseline measure, and data reporting methodology within the first six months of the 5-year plan.

Oregon will develop the benchmarks and proposed timetables for achieving the objectives during federal fiscal year 2015 during the course of the QA/CQI work (see Goal 5).

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

Objective 1: Oregon will develop standard performance measures for new and revised goals and objectives in the the 5 year plan.

Intervention #1: A team of field, central office, and Office of Business Intelligence staff will determine standard performance measures.

Key Activities:

- Fall, 2014 review of existing performance measures.
- Fall, 2014 design of any new performance measures
- Revise existing reporting methodologies as needed
- Design new reports as needed

Possible Measures:

- Number of reports developed
- Number of reports utilized by Central Office, field office and OBI staff

Objective 2: Oregon will revise the state's Child and Family Services Review tool to reflect both federal measures outlined by the Children's Bureau and measures established to track the progress on Oregon's state plan.

Intervention #3: A team of field, central office, and Program Integrity staff will revise the current CFSR tool.

Key Activities:

- Fall, 2014 review of current CFSR tool.
- Fall, 2014 design of any new performance measure elements
- Develop CFSR training manual
- Train Department staff and community partners

Possible Measures:

- Review complete by November, 2014
- Revisions complete by December, 2014
- Training manual prepared, staff and partners trained by February, 2014.
- Revised CFSR tool utilized by end of first quarter, 2015.

Benchmarks:

Oregon will develop a baseline measure, and data reporting methodology within the first six months of the 5-year plan.

Oregon will develop the benchmarks and proposed timetables for achieving the objectives during federal fiscal year 2015 during the course of the QA/CQI work (see Goal 5).

Strategies Used in Service Delivery

Oregon has developed several strategies, used throughout the state, to improve service delivery and improve outcomes for children and families. These include:

Permanency Roundtables (PRT): PRTs are structured, professional case consultations designed to develop an aggressive and realistic permanency action plan for a child or sibling group. The goal of PRTs is to achieve legal permanency for children in foster care. The PRTs also provide a case centered learning lab for professional skills development and identify recurring systemic barriers to achieving permanency.

Child Specific Recruitment: Child Specific Recruiters work with children for whom finding permanent families may be more challenging due to their special needs, age, or membership in a sibling group. Child Specific Recruiters develop a child specific recruitment plan for each child that includes monthly meetings with the child, an assessment of the child's strengths, challenges, desires, preparedness for adoption and other needs, a review of the case file, identification of all significant people in the child's life past and present, and a detailed customized recruitment plan that is reviewed on a monthly basis. BGAID provides quarterly reports on these recruitments including number of active cases, and status of each case, i.e., matched, pending, closed, and closed reason.

Permanency Consultation throughout the life of the case: The Office of Child Welfare Program's move from an Adoption Program to a Child Permanency program provided the opportunity for a new area of consultation for casework staff and additional consultation staff to provide consultation early and throughout the life of a Child Welfare case. Additional consultation on reunification and guardianships cases have been added as have targeted case reviews on children in care two years or more. Permanency quarterlies and branch training is increased, and is designed to focus attention on specific permanency planning strategies especially as they relate to teen youth in foster care.

Targeted work with local offices on Adoption Timeliness: Legal Assistance Specialists (LAS), the Adoption Placement Specialist (APS) and the Permanency Consultants from the Child Permanency Program meet with managers and supervisors from selected local offices to (1) identify

strengths/challenges/needs regarding each office's concurrent planning and adoption work, and to, (2) develop plans to address those needs through training and other assistance. The goal is to target areas in which the greatest impact can be made to timeliness of children achieving adoption.

Oregon Safety Model: The Department has redesigned training to address the most critical concepts of the Oregon Safety Model including comprehensive safety assessments, safety planning, conditions for return and expected outcomes. The approach taken to ensure fidelity to the practice model utilizes classroom training of concepts as well as individual and group consultations regarding actual cases. The refinements made to the model and provided to the field are viewed as critical to reducing removal rates, reducing rates of disproportionality as well as strengthening the Department's reunification efforts.

Differential Response: Differential Response is an approach that allows child protective services to respond differently to accepted reports of child abuse and neglect by adding an alternative response methodology. The alternate response focuses more on assessing and ensuring child safety, and less on investigative fact finding. This approach emphasizes family engagement, and promotes partnering with parents, family, communities and neighborhoods to keep children safe. Additionally, families who receive this response are able to receive agency funded services without a formal determination of abuse/neglect.

Family Connections Oregon: Family Connections Oregon is a three-year grant project to test the effectiveness of combined Family Find and Family Group Decision Making Meetings while addressing infrastructure barriers and installing supports for implementation and sustainability statewide. The project will run through September, 2015 and is active in three implementation sites: Douglas, Lane and Multnomah counties.

Success Beyond 18: Although Oregon has already adopted the Title IV-E federal option to allow young people to remain in state foster care until the age of 21 years old, the state has identified that merely extending the child placement model and supports for youth 18 to 21 years old, it is not meeting the developmental needs of this young adult population. Oregon is evaluating the options to revise the current practice model that will challenge the current service array, examine currently funded services and analyze whether current delivery systems are effective for successful transition and appropriate for

youth over 18. This will require building new or expanding current relationships with other state and community agencies, and will require additional focus and collaborative initiatives focused on new and varied housing options, educational success, and family and community connections for 18 and over youth.

Services for Youth who are Homeless or Youth who Runaway: Responsibility for this program was transferred to the Department of Human Services in 2012. DHS is now responsible for coordinating statewide planning for delivery of services to runaway and homeless youth and their families. The Department coordinates the collection of data, provision of technical assistance to communities for assessing the needs of runaway and homeless youth, identification and promotion of the best practices for service delivery, and recommends long term goals to identify and address the underlying causes of homelessness of youth. The Department is delivering these services through community service providers at the local community level. At this time, the Department is only providing these very limited services in approximately 10-12 counties statewide.

Independent Living Program (Chafee Foster Care Independence Program). The purpose of this program is to develop and implement comprehensive transition planning with and providing services to a child or young adult to:

- (1) Obtain personal and emotional support and promote healthy relationships that can be maintained into adulthood;
- (2) Develop the personal life management skills necessary to function independently;
- (3) Receive education, training, and services necessary to lead to employment;
- (4) Attain academic or vocational education and prepare for post-secondary education or training;
- (5) Gain experience in taking responsibility and exercising decision-making control; and
- (6) Transition to living independently

As described in Success Beyond 18, Oregon is examining options for service delivery in order to increase successful transition to adulthood.

Growing Resources and Alliances through Collaborative Efforts (GRACE): GRACE is a federal Cooperative agreement which started 10/01/13. The Department submitted a comprehensive plan on 06/30/14 to demonstrate how

Oregon will develop and implement the plan successfully over the next four years. The strategy is to develop an Oregon Diligent Recruitment Practice Model driven by data with a Customer Service approach to recruitment and retention of resource families, who reflect the culture and other characteristics of the children in foster care, develop and sustain thriving Community Partnerships, and build on Oregon's infrastructure of supporting early, and active Permanency Planning to impact permanency outcomes.

Commercially Sexual Exploitation of Children: This strategy focuses on current work with the National Resource Center for Permanency and Family Connections. Child Welfare, along with other state agencies and community partners will develop a comprehensive, multidisciplinary plan and statewide practice guidance to serve this population of children to meet their safety and well-being needs.

IV-E Waiver: Oregon's planned IV-E waiver intervention, The Family Navigator intervention, is intended to support families who have come to the attention of child welfare due to a finding of neglect. This service will help parents navigate the multiple service delivery systems that Child Welfare Families encounter and provide support to families.

Strengthening, Preserving and Reunifying Families: The Strengthening, Preserving and Reunifying Families (SPRF) program is designed to enhance the existing service array of a given community with a focus on maintaining children home safely or reunifying them more quickly. Each county that has implemented the SPRF program has developed their individualized service array through obtaining input from county partners and program staff.

Knowing Who You Are: Knowing Who You Are (KWYA): KWYA is a staff training model designed to empower staff to support children and youth in care to develop healthy racial and ethnic identities. KWYA is a three-part curriculum which consists of a video, E-learning and two day in person session. KWYA builds awareness, knowledge, and skills to help incorporate racial and ethnic identify development work into day-to-day practice.

Educational Stability: The Department is responsible for ensuring all children receive appropriate educational services that are in their best interests and to advocate for appropriate early education services for children under five. The approach to stabilize educational settings and improve educational outcomes for children in substitute care has several strategies including:

- Quarterly measures of educational status of children in foster care
- Partnership with the Department of Education in joint interpretation of federal and state law
- Improving the data system to capture a child's educational status
- Building infrastructure for data exchange with the Oregon Department of Education

Child, Adolescent Needs and Strength (CANS): The Child and Adolescent Needs and Strengths (CANS) is a multi-purpose tool developed for children's services to support decision making, including level of care and service planning, to facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services. This instrument has been highly adaptable to different populations; child welfare, mental health, juvenile justice and for state variations. CANS – Oregon Version is the tool; 0-5 year old and 6-20 years old. The referral is made within 20 days of entry for all children entering foster care. The screening tool has been updated to include screen for impact of trauma. Child welfare is partnering with OHA in the administration and use of CANS screening results.

Oversight of Psychotropic Medication: The oversight of Psychotropic Medication for children in foster care has had significant work in this area over the last few years in Oregon. To ensure Quality of Oversight requires a multipronged approach and various strategies which include cross collaboration between Child Welfare and Oregon Health Authority.

Staff Training and Workforce Development

The Child Welfare and Technical Training Unit works in collaboration with Portland State University (PSU) Child Welfare Partnership (CWP) program, Child Welfare Program staff, and the Department of Human Services (DHS) staff to deliver a broad-based workforce development and performance improving training program.

Curriculum development and revision over the past year has focused on the knowledge, values and skills needed by the Child Welfare workforce to deliver on the agency's commitment to safely and equitably reduce the number of children in foster care. Training has been provided to support the Strengthening and Preserving Families legislation, the Oregon Safety Model, the Family

Connections Oregon Federal Grant and the roll out of Differential Response in addition to the customarily provided training array.

The Child Welfare Department and the Child Welfare Partnership, in the last year, supported the development of the Differential Response Curriculum using a contracted expert for the curriculum writing. The Child Welfare Partnership is now in the process of development and revision of customary training curriculum to reflect Oregon's Differential Response practice with continued integration of trauma informed, evidence based practice strategies.

Additionally, Oregon has developed and delivered training with a permanency focus inclusive of the array of permanency options beginning with return home as the optimal permanency plan. The agency, also, provided training to support the use Permanency Roundtables as an intervention strategy in situations where permanency has not been achieved.

Over the next 5 years, the Child Welfare and Technical Training Units will (Please also see Plan for Improvement):

- Implement a comprehensive system of ongoing curriculum analysis and revision that builds upon the Child Welfare Partnership's current review process.
- Develop and implement improved data collection and analysis of new employee training.
- Implement a CORE Training design that provides timely access to required training, decreases the time before a caseworker can be in the field and spreads training out over the first six months of employment.
- Implement key elements of the CORE training design and include modified caseload requirements, clinical supervision, specified activity completion, and focused supervisor support.
- Restructure the methodology for IV-E reimbursement for training activities through a curriculum based reimbursement model.
- Develop advanced training curricula including both instructor-led and on-demand learning environments.

A summary of staff training modules and their current descriptors is attached as appendix 4.

The following tables provide a snapshot of training statistics the Department currently captures, indicating current status of data and analysis.

Training	2011	2012	2013	2014
Core	149	158	234	236
Social Services Assistant Core	22	24	39	24
Pathways to Permanency	NA	159	85	102
Freeing and Placing Children for Adoption	26	NA	NA	NA
Supervisory Training	95	30	28	44
Supervisor Quarterlies	226	378	363	310
Advanced Staff Training – Classroom	85	124	68	NA
Adoption Committee Training of Trainers	47	NA	NA	NA
Adoption Committee Practice Forum	NA	NA	12	NA
Adoption Committee Selection	NA	NA	NA	138
Foundations Training of Trainers	17	25	16	11
Foundations Professional Development	42	18	35	32
Certifier and Adoption Worker Training	38	36	40	30
Social Services Assistant Summits	NA	NA	178	NA
Adoption Tools & Techniques	NA	39	39	37
Differential Response Training of Coaches	NA	NA	NA	54
Differential Response Curriculum Orientation	NA	NA	NA	14
Differential Response Overview for Community Partners	NA	NA	NA	29
Core Netlink – Distance	173	379	344	98 ⁶
Advanced Staff Netlink – Distance	125	102	138	97
Adoption and Safe Families Act – Distance	124	120	188	294
Multi-Ethnic Placement Act – Distance	NA	NA	143	246
TOTAL FOR YEAR	1169	1592	1950	1796⁷

⁶ The conversion of several Netlink (Trainer-led) trainings to Computer Based (self-paced) trainings has caused this number to be reduced from previous years.

⁷ This number does not include those currently registered as follows:

Core – 73, Pathways – 83, Certification and Adoption – 18, Social Service Assistant Core – 6

Note: These trainings were offered to Child Welfare caseworkers across the state of Oregon. To view a breakout by district, please see the attached Excel spreadsheet in Attachment 6.

The following statistics were generated through use of the Learning Center database.

Sharing of Information between Child Welfare and Self-Sufficiency:	
Percent of all CW Employees Completed:	80%
How well was the training organized?	88%
Does this training meet the learning objectives?	89%
Easy to follow?	93%
Easy to find where you needed to go?	90%
Value as a training for the work you do?	84%
Length of this course?	96%
Would you encourage others to take this training?	95%

Child Welfare Confidentiality:	
Percent of all CW Employees Hired After 2011 Completed:	60%
How well was the training organized?	92%
Does this training meet the learning objectives?	91%
Easy to follow?	100%
Easy to find where you needed to go?	98%
Value as a training for the work you do?	91%
Length of this course?	92%
Would you encourage others to take this training?	98%

Adoptions & Safe Families Act:	
Percent of SSS1s Hired After 2011 Completed:	63%⁸

Multi-Ethnic Placement Act (MEPA):	
Percent of SSS1s Hired After 2011 Completed:	66%

OSM Module 1: (Due December 31st, 2014)	
Percent of PEM-Cs Completed:	50%⁹
Percent of SSS1s Completed:	53%
Percent of SSAs Completed:	46%
How well was the training organized?	92%
Does this training meet the learning objectives?	91%
Value as a training for the work you do?	88%
Would you encourage others to take this training?	95%

OSM Refresh (Supervising to Safety) through January 8th, 2014	
Percent of Field PEM-Cs Completed (with estimate of 40 PEM-C's in Round 4):	80%
Number of Field PEM-Cs completed:	164/199

⁸ The SSS1 classification includes all casework staff, including those assigned to certification. The Department needs to develop a strategy to increase completion rate.

⁹ This % is expected at this time. The PEM-C classification includes all field supervisors. This data was compiled in August 2014, and the completion rate is high for the point in time gathered.

In the years from 2011 to date in 2014, 86.7% (averaged across all required classes) of child welfare staff attend required training, as reported through the Learning Center training system and in collaboration with the PSU Child Welfare Partnership staff.

The Department continues to analyze measures of effectiveness of staff training, both provided through the Child Welfare Partnership and through the Department's internal resources. As demonstrated in the plan for the next five years, the Department is engaged in ongoing work of curriculum analysis, data collection and analysis.

Quality Assurance for Child Welfare Training and Evaluation efforts:

All Child Welfare Partnership training offered to staff is evaluated, at a minimum, using a participant satisfaction survey. The reaction survey provides a measure of the extent that participants felt; the stated learning objectives were achieved, the content was applicable to their job, the materials and activities were helpful, and the trainer was knowledgeable in the content area presented. A participant reflective self-assessment of knowledge gained is in the process of being added to all staff training evaluations.

In addition to participant reaction surveys, the evaluation of Core training for new workers includes a knowledge test of content in the Life of a Case sequence and professional behavior observations of participants. Knowledge test scores are aggregated and used in evaluating training effectiveness and as a second learning opportunity for participants. Individual scores are not shared with supervisors at this time. Supervisors receive a summary of the trainers' observations of the professional behaviors exhibited by participants while in Core training as well as their attendance record.

The Department is considering a proposal from the Child Welfare Partnership to significantly change the structure of Core training and deepen its evaluation. The evaluation component of the proposal includes the addition of knowledge testing for all Core required training and skill evaluation for select priority areas such as engagement, child interviewing, in home and out of home safety planning and case presentation.¹⁰

¹⁰ Attachment 5: Proposed training structure

The purpose of the enhanced evaluation work is multi-faceted and designed:

- To measure the extent to which Core training is effective in providing foundational knowledge and skills to new workers.
- To maximize the retention and transfer of knowledge and skills learned in training to the field.
- To provide a profile of each new worker's knowledge and skill upon exiting Core training and provide tools to the field that support and measure growth within the first year of hire.

The Department also monitors completion of all required training through the QBR measures.

Workforce Development Efforts for Child Welfare in Oregon:

A longitudinal study of program effectiveness is underway through PSU.

Portland State University continues to offer both a MSW and BSW education program in partnership with Oregon DHS Child Welfare. The tuition assistance program is a strategy for strengthening the child welfare workforce.

Oregon DHS has continued to work closely with PSU on evaluating the MSW student experience and retention efforts.

The Department has a number of consultants under the supervision of the Office of Child Welfare Program managers who provide ongoing consultation to supervisors and caseworkers throughout the state. This consultation occurs in all areas of child welfare practice with consultants available for Differential Response and Child Protective Service, certification, children's well being needs, case planning, permanency, legal assistance for permanency and adoption issues that arise in cases.

Consultants conduct quarterly regional meetings for specific supervisors (CPS, Permanency, Certification and Adoption) in addition to the general Supervisor Quarterlies held for all supervisors around the state. These will continue in the 2015-2019 Plan.

Selected staff around the state attends annual conferences such as the ICWA Conference, Diversity Conference, Shoulder to Shoulder conference, and the

Juvenile Court Improvement Conference. Staff is selected by their supervisors for the limited number of slots available for each conference.

Technical Assistance

Oregon anticipates requesting technical assistance in the following areas:

- Development and implementation of management through the use of data
- Ongoing refinement of the Differential Response model
- Implementation of the Title IV-E waiver
- Successful transition of older youth to permanency and adulthood
- Use and improvement of SACWIS systems through partnering with other states with similar systems
- Development of systematic mechanism to track children's health and education records for caregivers and families

Evaluation

Oregon will conduct evaluation on the following programs:

- Differential Response

Process Evaluation

The process evaluation must assess the implementation of Differential Response in Oregon, including model fidelity within the Oregon Child Welfare Program, as well as, the collaborations with community partners and service providers. The process evaluation must be designed to help explain why Differential Response was (or was not) successful in achieving expected outcomes. The process evaluation must also assess staff's fidelity to the Oregon Safety Model and how the service array, including: Strengthening, Preserving, and Reunifying Families services, System of Care, In-Home Safety and Reunification Services and other child welfare contracted services are supporting the vision and goals of Differential Response in Oregon.

The process evaluation must include evaluation of the state overall, but also be able to articulate comparisons between individual counties and districts. The evaluation plan must also include a clear proposal for assessing the implementation of Differential Response across different cultural groups and

ethnicities and any experiences of disproportionality and disparity. The evaluation should also take into account the effect of other stakeholders in Oregon Child Welfare that may affect program implementation and ultimately outcomes for families. Finally, the evaluation must incorporate feedback from families, community partners, and staff, including but not limited to satisfaction with program design and implementation.

Outcomes Evaluation

The outcomes evaluation must be designed to show the extent to which Differential Response in Oregon is successful in meeting the stated goals. The evaluation design must take into account short-term outcomes that can be measured during the evaluation period, as well as include a plan to incorporate the foundational blocks necessary to measure long-term outcomes that can be observed in future longitudinal studies.

Cost Analysis

Proposers must present a plan to conduct a cost analysis. Given the scarce resources available for child welfare programs and the push to establish cost efficiency measures, the evaluation of Differential Response must include a cost analysis that will provide policymakers and legislators with the information they need to make thoughtful decisions about resource allocation in their communities. The cost analysis must include an accounting of the resources necessary to implement and maintain Differential Response, as well as an analysis showing the benefits provided by those spent resources. Factors to be considered in this analysis may include, but are not limited to, staff caseloads, supervisor-to-worker ratios, cost per family or unit of service, training, and consultation costs.

- Title IV-E Waiver Demonstration

Oregon has reached verbal agreement with the Administration for Children and Families on new Title IV-E Waiver terms and conditions. Under the new waiver, the State will receive a capped payment for the maintenance portion of Title IV-E. Once final terms and conditions are signed, the State has 90 days to submit an evaluation plan that will include the following:

A Process Evaluation that describes how the demonstration was implemented and identifies how demonstration services differ from services available prior to implementation of the demonstration, or from services available to children and families that are not designated to receive demonstration services. The analysis

will include a logic model that describes the demonstration’s objectives, the services and other interventions provided, and the way the intervention is linked to measurable outcomes.

An **Outcomes Evaluation** that will address, at minimum, changes in the following outcomes areas:

- Average length of stay in out-of-home care;
- Number and proportion of children that are reunified with their families; and
- Number and proportion of reunified children that re-enter out-of-home care.

A **Cost Study** that will examine, at a minimum, costs of the key elements of the services received by children and families designated to receive demonstration services, and will compare those costs against those of services available prior to the start of the demonstration, or that were received by the children and families that were not designated to receive demonstration services. The cost analysis will also include an examination of the use of key funding sources including all relevant Federal, state and local funds.

- Joint work with the Oregon Youth Authority and Oregon Health Sciences University

The Department is partnering with these state agencies through data sharing agreements on predictive modeling, analyzing factors that may bring children into care and services, and what could interrupt the anticipated trajectory.

- GRACE (diligent recruitment grant)

The Department has included independent evaluation of the project in the activities conducted through this grant.

Implementation Supports

Oregon will use the following implementation supports to implement the 5-year plan:

- Ongoing analysis of staffing levels and seeking legislative support for meeting staffing needs
- Development and full implementation of the coaching model in supervisory work

- IV-E waiver agreement for system financing
- Interagency data agreements with OHA, the Department of Education the Department of Justice
- An overarching Interagency Agreement with OHA
- The Child Welfare Advisory Committee to advise the Department
- The Indian Child Welfare Advisory Committee to advise the Department on Indian child welfare practice
- Regularly scheduled District Manager and Child Welfare Program Manager meetings
- Routinely scheduled Supervisory Quarterly meetings and annual summits
- The Executive Leadership Committee and the Operational Leadership Committee to direct the ongoing technical development of the OR-Kids system
- The Child Welfare Governance Committee to direct the work of LEAN Action Requests regarding systemic changes in child welfare processes
- Memorandum of Understanding and interagency agreements
 - The Office of Developmental Disability Services
 - Court Appointed Special Advocates
 - Citizen Review Board
 - Oregon Health Authority and Oregon Youth Authority on joint administration of BRS services
 - Department of Education
 - Consulates of Mexico
 - Oregon Youth Authority IV-E agreement
 - County Juvenile Departments IV-E agreement
 - ICPC Border Agreement with Washington State

The Child and Family Services Plan will focus the child welfare work for the next five years. Outcomes and benchmarks will be routinely reviewed by administrative staff, District and Program Managers, and advisory committees and will be reported to the Governor and legislature.

V. Services

Child and Family Services Continuum

- Please see *Service Array* in **III. Systemic Factors**

Service Coordination

Strengthening, Preserving and Reunifying Families includes the legislative requirement for a community collaboration approach to the development and coordination of an integrated local service array. This effort is designed to support and enhance the other federal or federally assisted programs, as well as other existing services within the community, that are designed to serve the same population in achieving the goals and objectives in the plan.

Participants in the service needs and gaps assessment may vary from community to community. However, the process of invitation and collaboration will be an ongoing event on either an annual or biennial schedule. Some examples of those normally involved are the tribes, local Public Health, Juvenile Departments, Private Non-Profit groups, and schools when willing and able to participate.

Different communities have utilized different techniques of engagement. Some of these efforts have included surveys, focus groups, provider forums, and stakeholder interviews.

The ISRS and ILP program areas are statewide designs and are available in all parts of the state through a statewide allocation formula. System of Care (SOC) and SPRF are both allocations that are designed to be flexible to meet the needs of each community and available upon identification or prioritization.

Child Welfare also works closely with other divisions within DHS, most notably Self-Sufficiency, which includes the TANF and SNAP programs, the Office of Developmental Disability Services, and with other state agencies, particularly the Oregon Health Authority and its Addictions and Mental Health Division, the Department of Education, and the Department of Justice.

Service Description

- Description of Services

Oregon’s Child Welfare Service Array includes services provided using several funding sources which are referred to as a “Grant”. A comprehensive list of “Service Types” funded by which “Grant” is provided in the OR-Kids Service Array attachment. “Program Budget” is how Oregon Child Welfare delineates specific programs (i.e., System of Care, SPRF or ISRS).

- Service Strengths and Gaps

The services provided through these funds support families to prevent entry into foster care with concrete services and supports. Additionally, the resources utilized to support adoption lead to permanency for many children in the foster care system.

Even with these contracted services, because much of the IV-B resources fund prevention programs through the Early Learning Division, additional services in the above categories (except for the adoption services) are not available throughout the state, and where available service gaps remain, including waiting lists for some of the contracted services related to drug and alcohol treatment and related supports. This is evidenced by the service needs and gaps analysis conducted in the counties and the services funded through SPRF funds in the counties. Please see *Service Array* for additional details.

- Extent Services are available

The SPRF and SOC funds are available throughout the state and allocated to Districts through a statewide formula. These funds supplement and enhance some of the services provided through IV-B resource. SPRF funding specifically is intended to support needed or enhance existing services in the local service array.

- Specific percentage of IV-B subpart 2 funds state will expend on actual services delivery

Please see below for the anticipated expenditures in 2015.

IV-B Part 2 for FY15		
	Amount	%
Family Support	1,001,330	24%
Family Preservation	876,163	21%
Time-Limited Family Reunification	959,608	23%
Adoption Promotion and Support	959,608	23%
Other	41,722	1%
Admin	333,777	8%
Total	4,172,207	100%

Service Decision-making process for Family Support Services

- Agencies are selected through the analysis of service gaps in the local service array, as well as analysis of the service needs for the population of families and children served. Please also see Assessment of Performance.

Populations at greatest risk of Maltreatment

- The major problems facing families of abused and neglected children are drug and/or alcohol abuse, domestic violence, and family financial distress. Many families also have significant law enforcement involvement or unemployment issues. Some parents may have mental illness or were abused as children. There usually are several stress factors in families of child abuse/neglect victims.

Oregon Child Welfare has a partnership with the Self-Sufficiency Program within DHS. Oregon’s TANF program is focusing case management efforts on Family Stability, as defined as having Child Welfare foster care engagement. Approximately 42.0% in FFY 2012 of children who enter foster care were being served in TANF in the prior two months. As part of the focus on stabilizing families, the TANF case managers receive routine monthly reports that identify families with screened-in referrals of abuse who are currently on TANF. These cases are worked in concert with Child Welfare staff to effectively intervene.

Family Stress Factors as a Percent of Founded Abuse

Stress Factor	FFY 2010	FFY 2011	FFY 2012
Parent/caregiver alcohol or drug use	44.4%	46.8%	44.2%
Physical abuse of spouse/fighting	32.6%	35.2%	33.9%
Family Financial Distress	23.4%	24.0%	25.0%
Parent/caregiver involvement with LEA	27.0%	26.4%	24.0%
Head of household unemployed	20.7%	20.0%	18.1%
Parent/caregiver mental illness	N/A**	N/A**	13.1%
Parent/caregiver history of abuse as child	13.5%	13.0%	10.1%
Child Mental/physical/behavior disability	N/A**	N/A**	9.7%
New baby/pregnancy	13.1%	12.2%	9.6%
Inadequate housing	10.4%	9.4%	9.4%
Heavy child care	3.4%	2.8%	2.1%

** not included in previous reporting periods

There are changes in the percentages of this report are due to data conversion issues and changes in reference values as Oregon converted to the OR-Kids system. This may impact the inclusion of, or comparability to, data reported in prior years. The above data represents federal fiscal year (FFY) 2012.

- The Department is working closely with the Oregon Youth Authority and Oregon Health Sciences University in developing predictive modeling, analyzing those predictive factors that may indicate a need for services. This work is a joint data analysis effort, led by OYA and OHSU with data related to a child's or adult's intersection with education, health care, mental health, law enforcement and judicial systems.

Services for children under 5

The Department continues to actively participate in the state's new comprehensive service array for children under the age of six in Oregon. During the legislative session 2013, the state further defined the identity and responsibility for the Early Learning Division, the service array and delivery methodology which includes all services delivered in Oregon to children under the age of five <http://oregonearlylearning.com/>.

As part of the Department of Education's 40/40/20 education goal, and the Governor's vision for a seamless education system from birth through college, the Early Learning Division guides efforts to streamline state programs, provides policy direction to meet early learning goals statewide, and provides oversight for services supporting children and families across Oregon.

Oregon is home to 285,698 children under six, and while many services and programs are available across the state to support these children and their families, the lack of a cohesive early childhood education system has been identified as preventing Oregonians from successfully preparing all of our children – especially our most vulnerable – for kindergarten. Despite a multitude of efforts, 40% of our children come into kindergarten unprepared for academic success.

The current system of which the Department of Human Services – Child Welfare participates is changing because a more coordinated approach that works across systems and silos, toward an aligned goal is necessary to reach improved outcomes for our children and families. This new design will use a model of Early learning Hubs.

An Early Learning Hub is a coordinating body that pulls together resources focused on children and families in its defined service area, focused on outcomes for children and their families. It is anticipated that there may be up to 16 Early Learning Hubs statewide.

These Early Learning Hubs will include; coordination of Head Start, Early Intervention, Child Care Programs, health care and healthy families, to name a few. Children and families involved in the Child Welfare system will be able to access these preventive and restorative services.

The other Department strategies still underway that have a direct impact on Children under the age of five:

- Differential Response - The intent of Differential Response is to change the Child welfare intervention model allowing more children to remain safely at home and increasing support for families. This model, although not solely targeted to under age five, will significantly impact this age population. Currently 38-40% of the foster children are under age five, while the total number of children who enter foster care in Oregon during the year under age five accounts for approximately 60% of this target population.
- Child and Adolescent Needs and Strength (CANS) under age six; the Department has worked this past year on revising the Oregon CANS to include elements related to the impact of trauma. The revised tool was implemented in July, 2014.

Services for children adopted from other countries

Unless children adopted from other countries enter the foster care system DHS does not provide services to children adopted from other countries.

VI. Consultation and Coordination between states and Tribes

The state reaches out to the tribes on a regular and consistent basis through on site visits with tribal program and tribal government leadership and through quarterly convening's of tribal topical affinity clusters – Tribal/State Education Program Managers, Tribal Prevention Coordinators, Oregon Youth Authority Tribal Director, and the Oregon Health Authority's Tribal Director.

The focus of coordination of five year goals includes input from each of the following nine tribes and DHS leadership in both child welfare practice and child welfare policy.

Burns Paiute Tribe
Confederated Tribes of Coos, Lower Umpqua and Siuslaw
Coquille Indian Tribe
Cow Creek Band of Umpqua Tribe of Indians
Confederated Tribes of the Grand Ronde Community
Klamath Tribes
Confederated Tribes of Siletz Indians
Confederated Tribes of the Umatilla Indian Reservation
Confederated Tribes of the Warm Springs Reservation

In addition to the affinity cluster meetings, DHS makes specific outreach to gain tribal leadership stakeholder input at the Legislative Commission on Indian Services on a monthly basis.

The following tribes have independent tribal courts:
Confederated Tribes of the Grand Ronde Community
Confederated Tribes of Siletz Indians
Confederated Tribes of the Warm Springs Reservation
Coquille Indian Tribe
Klamath Tribes
Confederated Tribes of the Umatilla Indian Reservation

The Tribes with Tribal courts all have the opportunity to take jurisdiction of Tribal children and have the case transferred to the Tribal court.

The remaining tribes coordinate through the Oregon state court system as transfer is not an option. Notification of all court hearings and communication between the court and the Tribal social services departments is facilitated through the two separate entities.

Each of the nine federally recognized Tribes in Oregon are notified within 24 hours when a child coming to the attention of child welfare has been identified as having American Indian heritage with any of the nine Oregon Tribes. For those cases where a child has been identified as residing on reservation land, the Tribes hold exclusive jurisdiction. When a report is received through the state's child welfare system, the state will contact the Tribal CPS system for investigation on the reservation.

Please refer to **VII. Chafee Foster Care Independence Program (CFCIP)** for more information regarding services to Indian children.

Oregon's Quality Assurance staff will complete an Oregon CFSR case review with selected tribal cases to ensure substantial compliance with ICWA requirements and good child welfare practice.

Five year goals for work with the state and tribes are inclusive of -

- Compliance with ICWA and Data – The Tribal Affairs Director created a subcommittee at the request of the ICWA Advisory Committee on how to meet requests for data reporting on specific elements on an on-going basis. The Department has initiated ongoing meetings of DHS data experts, tribal program managers, and DHS business intelligence to determine the specific data elements Tribes need. The effort will occur within the same six month timeframe in which the state will confirm the measures in the Plan for Improvement.

The Tribes identified following data elements and more may be added:

Active Efforts (in both substitute care and in-home cases)

Use of Expert Witness

ICWA placement preference for an ICWA child

ICWA casework with out of state tribes

Identification of children eligible for ICWA

ICWA Compliance (measure to be determined)

The DHS implementation of the ROM system has enabled a report on the number of ICWA eligible children in state dependency proceedings. The tribal affairs ICWA consultants have begun to hand count the number and tribal types of children at the assessment phase and clarify search underway status across the state. Findings and recommendations from this onsite data collection and evaluative efforts will lead to improving the CFSR review outcomes in the future.

- In order to comply with federal changes in law and to provide casework staff with the best practice information, the Department will revise and update the following:
 - Oregon Administrative Rules (I-E.2.2, OAR 413-070-0100 through 413-070-0260)
http://www.dhs.state.or.us/policy/childwelfare/cross_index.htm
 - Procedure Manual (Chapter 1, Section 8)
http://www.dhs.state.or.us/caf/safety_model/procedure_manual/ch01/chapter1-section8.pdf
- Develop mechanisms for the required credit checks for youth in tribal custody.
- Clarification of foster home certification criteria when the tribe is responsible for certification of the home; what elements are discretionary to the tribe and what federal requirements, especially around criminal history, are applicable to all. The tribes in Oregon have a continuum of ICWA case practice models that do transfer to tribal court (Grande Ronde, Siletz, Warm Springs, Coquille, Klamath, and Confederated tribes of the Umatilla Reservation) and those tribes that coordinate and communicate tribal case staffing in state court (Cow Creek, Burns Pauite, Coos Lower Umpqua Siuslaw) .
- Ongoing participation in the implementation of Differential Response through participation in workgroups, committees, and providing advice on implementation, training, and evaluation.
- Formalizing the child welfare ICWA agreements between DHS and the nine tribes in Oregon remains a priority for the 5-year plan. Currently, the

Confederated Tribes of Siletz Indians, the Confederated Tribes of the Grand Ronde Community, the Confederated Tribes of Coos, Lower Umpqua and Siuslaw, the Burns Paiute Tribe, and the Confederated Tribes of the Warm Springs Reservation have active agreements in place with DHS. The Cow Creek tribe, the Klamath tribe and the Confederated tribes of Umatilla Indians agreements are in development and negotiation. Individual site visits are ongoing to coordinate and formalize with tribes who is responsible and how tribal child welfare protections are delineated.

- Interpretation of ICWA case practice and implementation of ICWA child welfare policy across the state is identified as a key goal. Ongoing collaborative consultation with tribes has resulted in a comparison and identification of several key areas between policy and practice that will be the area of focus for five year improvement.
- Improved ICWA case practice through the ongoing consultation of the Department's nine dedicated ICWA consultant positions and the ICWA peer network which focuses on building and sharing expertise on tribal cultural considerations, and to advise on individual tribal case practice.

VII. Chafee Foster Care Independence Program (CFCIP)

Agency Administering CFCIP (section 477(b)(2) of the Act)

The Department of Human Services, Child Welfare, is responsible for administration of the Chafee Foster Care Independence Program (CFCIP), referred to as the Independent Living Program (ILP). The Child Well-Being Unit, Youth Transitions section, administers the ILP. Administrative responsibilities include budgeting and fiscal management of the Chafee ILP and Chafee Education and Training Voucher (ETV) program; Tribal consultation; policy review and updates; training of DHS staff and community partners; National Youth in Transition Database (NYTD) implementation and on-going oversight; and contract management. Management of the 20 contracted agencies providing ILP life skills services and supports includes routine contract management and review of service delivery, training and support to contracted providers and program reviews every three years. Program reviews result in program improvement plans for the individual provider and are monitored by the ILP Coordinator.

Vision Statement

Oregon believes every child deserves to grow up in a permanent home in a safe and nurturing family, and when safety can be assured, strengthening, preserving and reunifying families is the best way to promote healthy children and healthy families. However, when permanency does not occur prior to aging out of foster care, the Department will strive to empower, encourage and allow youth to move into adulthood with the knowledge and skills to become responsible, contributing members of their community and with a network of supportive adults.

Oregon's ILP will achieve the following in collaboration with youth, community partners, the Courts, Department staff, and ILP Contractors:

- Engage with youth to create comprehensive, collaborative, youth driven transition plans.
- Implement alternatives to traditional court permanency hearings to allow for more involvement by 18-21-year-old youth
- Provide developmentally appropriate placements for adolescents and young adults.
- Ensure that each youth who experiences out-of-home care receives the services and supports to meet his or her needs and remains connected to family, culture, and community.
- Provide timely, effective services and supports to youth for successful transition to adulthood.
- Partner with state and local agencies to expand housing options available to current and former foster youth.

Description of Program Design and Delivery

The Department will use year one of the 2015 – 2019 CFSP to determine a delivery model and program design leading to successful pathways to adulthood for all youth in care at age 16, for any youth in care at age 14 with an APPLA permanency plan, with special emphasis on those youth expected to remain in care to age 18 or older. The first year will consist of conducting research, hosting focus groups, and gathering stakeholders (including foster youth and foster care alumni) to develop a strategic plan to achieve the purposes of the CFCIP and improve outcomes.

Data analysis will include the results of the NYTD data, SACWIS data, and other available data. The department will both inform and involve youth/young adults, stakeholders, tribes, and courts in the analysis of these data. The department will

use the data to set baseline outcomes to measure achievement of efforts and improvement of outcomes over the remaining four years.

The Department will continue to contract with FosterClub to conduct outreach to youth, ILP Contractors, and DHS caseworkers to collect high-quality data through NYTD over the next five years. Options for survey completion include electronic (<https://www.fosterclub.com/article/oregon-nytd-page>), over the phone, on paper, and text messaging (or other means of the youth’s choosing). Oregon has chosen to survey 17 year olds every year in an attempt to institutionalize the survey process and requirements.

Serving Youth Across the State

At this time, the Department has ensured all political subdivisions in the state are served by the program, though not necessarily in a uniform manner, by contracting with local non-profits, for profits or governmental entities across the state. Each county has access to an ILP Contractor. For those youth who are not enrolled in contracted ILP services, Department policy directs the child welfare case worker to assist the youth with developing and implementing a comprehensive transition plan and developing services to assist the youth with achieving his/her goals for transition. Data currently available delineates the youth who are eligible and youth who are receiving Independent living type services. The services are received through both paid ILP providers and non-paid providers, such as the substitute caregiver. Because this information is manually input into the OR-Kids database, it is highly likely that IL unpaid services provided to youth are significantly underreported. Oregon is considering seeking additional state funds to supplement IL services to youth throughout the state.

ILP Eligible Youth (ages 14 - 20)	Numbers	Percent
In Substitute Care	2508	63%
Former Foster Youth	1465	37%
FFY13 Total ILP Eligible	3973	100%

Source: OR-Kids Reports

FFY13 Youth Who Received at least 1 IL Service	Numbers	Percent
ILP Life Skills – Paid	1452	89.4%
ILP Life Skills - Unpaid	172	10.6%
Total Youth Served	1624	100.0%

Source: Ad Hoc Research and Reporting Query

The Department will obtain a further breakdown of youth served to include youth in care versus former foster youth, as well as, review relevant data from NYTD or other sources that may be able to address how services vary by region or county. This information will be considered as the Department develops a strategic plan to improve both services to and outcomes for the youth in care.

Serving Youth of Various Ages and States of Achieving Independence

During year one, the department will determine developmentally and culturally appropriate methods for serving youth of various ages and at various stages of achieving independence. The planning process will include programming to meet the diverse needs of youth as follows: (1) youth under age 16; (2) youth ages 16 to 18; (3) youth ages 18 through 20 in foster care; (4) former foster youth ages 18 through 20; and (4) youth who left foster care after attaining 16 years of age, including those who entered a kinship guardianship or adoption. The Department will also review best practices for the following: youth with disabilities; LGBTQ youth, gender specific services; and other factors pertinent to a young person's development and well-being.

The Department's planning process will identify the most appropriate assessments to determine which youth are likely to remain in foster care and/or to evaluate young peoples' stage of development. The Department currently has several tools available that can meet this purpose, such as the Casey Life Skills Assessment and the Child and Adolescent Needs and Strengths (CANS) assessment. The Department is also able to review a youth's educational, NYTD and other SACWIS data to determine which youth are likely to remain in care to age 18 or older. Research will determine how these assessments and SACWIS data inform the provision of services.

The Department is currently researching the needs of young adults between the ages of 18 to 20 years old; both remaining in foster care and those who left foster care at age 18 or older. Historically, the Department has used less than 15% of the CFCIP allocation to fund housing for young adults who left foster care at age 18 or older, but have not yet attained age 21. Oregon currently has a very restrictive definition of "room and board" and has seen the need to expand the definition through the Chafee Housing Program to allow a young adult to access funds for the following expenses: (1) rent, (2) groceries, (3) utilities (water, sewer, gas, garbage), (4) telephone, (5) household supplies (including furniture), (6) transportation, and (7) start-up fees (e.g. rental application fees, security/cleaning deposits, utility hook-up fees, etc.). During the first year of planning, the

Department will continue the existing Chafee Housing Program. See current program requirements at: http://www.dhs.state.or.us/caf/safety_model/procedure_manual/ch04/ch4-section29.pdf (pages 14-24).

While Oregon has allowed young adults to remain in foster care through age 20 since 2007, the Department's strategy has been to extend only the age range of those in care rather than develop a program specific to the needs of older youth. Currently, our extension of foster care to this population is an extension of a system of services and requirements for minor (to age 18) children. This is not a realistically sustainable approach. The Department was selected as one of six states to participate in the National Governor's Association's Success Beyond 18 Summit in December, 2013. With the assistance of this Success Beyond 18 opportunity, the Department has begun designing a program model tailored to youth 18 years of age and older; a model with a developmentally appropriate approach to successfully transition youth into productive independence with reliable supports in place. Such a model starts well before age 18 and the Department will build on current work maximizing opportunities for permanency prior to age 18.

In designing the model, the Department is working with individuals representing a number of youth serving agencies and community representation as well. Some of the goals for the Success Beyond 18 work include:

- Considering a statutory change to allow voluntary reentry into foster care for those who exited at age 18
- Looking at alternatives to traditional court permanency hearings to allow for more involvement by 18-21-year-old youth
- Researching and cataloging community resources available to youth regardless of whether the youth is in care

The Success Beyond 18 work group will become incorporated into an advisory body to analyze how Oregon's extended title IV-E foster care assistance to young people ages 18 – 21, and may change the way in which CFCIP services are targeted to support the transition to successful adulthood (including the amount of Chafee funds allocated for room and board). As implementation moves forward, the planning committee will determine the type of data needed to set goals, appropriate services to achieve targets set, and track outcomes. Research may include:

- The number of young adults remaining in foster care beyond age 18 and the types of activities engaged in (e.g., to complete high school, participate in post-secondary education; complete a vocational or training program, etc.).
- The types of placement settings young adults are selecting and how well the placements meet the young adult's developmental needs and transition goals.
- The types of services and supports young adults 18 through 20 in employment settings receive (e.g. those who work 80 hours a month or are in a program designed to remove barriers to employment).
- The services necessary for special needs populations to transition successfully (i.e., young adults who are pregnant and parenting; young adults with histories of substance abuse, mental health, and/or trafficking; youth with criminal histories; young adults with disabilities) who are age 16 or older and receiving title IV-E foster care assistance.
- The circumstances young adults leave extended foster care and the supports available during their transition.
- The services provided in support of a youth's educational goals.

Collaboration with Other Private and Public Agencies

The Youth Transitions team works to provide youth with the skills and resources to become successful adults. By connecting youth to services beyond those offered by DHS, the youth are introduced to agencies and programs that will help them beyond age 21. Examples of these agencies and departments include Department of Community Colleges and Workforce Development, Department of Education, Oregon Health Authority Addictions and Mental Health, and Vocational Rehabilitation. These connections provide additional resources for youth, foster parents, DHS staff, and community partners.

With the work being done around Success Beyond 18, the Department has also reached out to even more youth serving partners. These partners include a non-profit in Portland, a juvenile court judge and Citizens Review Board field manager for a local county, and other DHS staff from the Portland metro area who work particularly with older youth. These individuals are able to bring experience and local community resources to the discussion on how to change the look of foster care for 18 to 21-year olds. As we continue to advance this discussion, the group of people involved will likely expand, as well as include current and former foster youth.

Finally, Oregon have been participating in discussions both as leaders and as partners when it comes to different initiatives that serve older youth in new ways. For instance, a youth serving organization in Portland (primarily serving runaway and homeless youth), is starting a housing program specifically for current or former foster youth who are attending local colleges and universities. In addition, continuing relationships with the Child Welfare Partnership and the Regional Research Institute (RRI) at Portland State University is regularly providing new opportunities to gather data, train, and learn from one another. These opportunities are dependent on collaboration and can only be strengthened from the other, new relationships the department develops.

During the first year planning phase, the Department will review existing and budding relationships and collaborations with community partners, other federal and state programs for youth (especially transitional living programs), abstinence programs, local housing programs, programs for disabled youth, and school-to-work programs offered by high schools or local workforce agencies. The goal of the review will be to determine gaps in coordinated services, and result in plans to continue and strengthen coordinated services with youth shelters and other programs serving youth/young adults at-risk of homelessness.

The Department is coordinating with Oregon Health Authority (OHA), the state Medicaid agency, to implement the provisions in the Patient Protection and Affordable Care Act (ACA) requirements for mandatory medical coverage to former foster youth who are under the age of 26. The Department has begun an outreach campaign to inform eligible foster care alumni of the resources available. See the Former Foster Care Youth Medical (FFCYM) Program flyer and frequently asked questions (FAQ) document at the following ILP website: http://www.oregon.gov/dhs/children/fostercare/pages/ind_living/resources.aspx.

OHA did not opt to provide Medicaid to individuals who were in foster care and enrolled in Medicaid in another state – only Oregon foster care alumni are eligible to receive the FFCYM coverage. Child Welfare has two staff processing the FFCYM Program applications. This has allowed for the smoothest transition possible. Future plans include crafting a video to place on the ILP Website, distribute to branch offices, ILP Providers, HRY agencies, and other community partners. The video can also be shown at any of the teen events held over the summer. Currently, OHA no longer provides the number of young adults accessing the FFCYM Program, but the Department is requesting access to this data. Further outreach goals and research into the Departments ability to track usage will be discussed during the strategic planning process.

Efforts to promote a safe transition to independence by reducing the risk that youth and young adults in the child welfare system will be victims of human trafficking has become a focus of the Department. In the past four years, Oregon has begun a focused work with this population. There is a unit of four caseworkers, housed in the Multnomah County Hotline, who work exclusively with youth who have been victims of human sex trafficking. This unit works closely with community service providers, and local and federal Law Enforcement, to intervene with this population. Over the past year, Oregon has engaged the National Resource Center for Permanency and Family Connections (NRCPPFC) to work on statewide strategies to serve this population of youth and young adults. The NRCPPFC is currently assisting the state with peer to peer conversations to assist Oregon in opening a residential facility to serve victims of human sex trafficking, as well as, to help Oregon develop an overall strategic plan to address the overall all needs of these youth and young adults. The facility is a multi-agency sponsored facility that will include the Oregon Youth Authority, DHS-Child Welfare, and the Oregon Health Authority. Finally, DHS Child Welfare Deputy Director currently sits on two planning committees which focus on this population; one is legislatively driven and another is chaired by the US Department of Justice in Oregon.

Determining Eligibility for Benefits and Services (section 477(b)(2)(E) of the Act)

During the year one planning process, the department will identify objective criteria to determine eligibility for benefits and services under the programs or pilots created as a result of the strategic planning process. The criteria will also ensure fair and equitable treatment for benefit recipients.

One change currently being implemented is the age youth become eligible for contracted ILP services. While the Department will continue to provide life skills training to all teens, age 14 or older, only youth age 16 through 20 will be able to be referred for contracted ILP services. This decision was made due to the large wait lists occurring in several areas and limited funding available for contracted ILP services. Youth ages 14 and 15 years old will continue to be allowed to attend ILP summer events, access the ILP Discretionary Funds and Driver's Education Training Funds. Year one planning will also include research and discussions regarding the methods best suited to younger teens for attaining life skills.

Cooperation in National Evaluations

The Department will continue to participate in national evaluations of the effects of programs in achieving the purposes of CFCIP.

Education and Training Vouchers (ETV) Program

To ensure the ETV program is managed efficiently, the Department partners with the Oregon Student Access Commission (OSAC). The OSAC handles over 400 scholarships and grants Oregon students may access if they qualify. The Department has a contract with OSAC to operate the electronic ETV application process and disburse ETV funds to post-secondary institutions. OSAC also maintains the Portal that notifies the Department of applicants. The ILP Fiscal Assistant determines eligibility and enters the appropriate coding on the Portal.

The OSAC also uses the Portal to notify post-secondary institutions of potential students and the scholarships or grants those students qualify to receive. The institutions then determine the student's financial aid package, including the student's Chafee ETV to: (1) ensure that the total amount of educational assistance to a student under this and any other federal assistance program does not exceed the total cost of attendance; and (2) to avoid duplication of benefits under this and any other federal or federally assisted benefit program. The institutions use the Portal to notify OSAC of the amounts awarded. OSAC then disburses the funds. The Institutions also refund any unused ETV awards to OSAC. DHS will recoup any ETV refunds from the next payment to OSAC.

In order to use data to improve and strengthen the ETV program and to increase program implementation, the Department will use year one of the 2015-2019 CFSP to meet with various constituents and post-secondary stakeholders to establish goals and outcome measures for the ETV program, in combination with other state resources (e.g. Tuition and Fee Waiver, Oregon Opportunity Grant, DREAM Scholarship), and how the outcomes will be measured.

The Department currently complies with the requirement to provide information regarding an unduplicated number of ETVs awarded each school year (July 1st to June 30th). However, the current process is time consuming. Therefore, the Department will use year one of the 2015 – 2019 CFSP to define Oregon's methodology and create an automated report to provide an unduplicated count of ETVs awarded each school year and the number of first time ETV recipients.

Consultation with Tribes (section 477(b)(3)G)

As the Department begins the planning process, collaborating with the Tribes will be central in developing the best programming to meet the needs of Native American youth in foster care. The Department will use the current ICWA Quarterly meetings and monthly meetings to consult with the Tribes on CFCIP and ETV benefits and services. While the Department has been successful in providing ILP services to Native American on the same basis (and often at higher rates) than other youth in the state, discussions will include any needed adjustments to the current methods of serving Native American youth through contracted ILP Providers.

Native American youth have equal access to the CFCIP benefits and services as other youth in the state. CFCIP services include:

- Life Skills Training – The ILP currently contracts with the Native American Youth and Family Services (serving urban Native American youth in the Multnomah county area/Portland). All other Native American youth are able to be referred to the ILP Contractor serving the county in which they reside. The exception is foster youth in the custody of the Confederated Tribes of the Warm Springs Reservation. Warm Springs has opted to receive direct Chafee ILP funding from the federal government. Therefore, Warm Springs serves all youth on the reservation and any youth in their care and custody. Former foster youth may access services from the ILP Provider serving the county in which they reside.
- ILP Discretionary Funds – Each Tribe, with the exception of the Confederated Tribes of Warm Springs, has access to \$1,400 in ILP Discretionary Funds. The funds are to be used to assist a youth with achieving their goals as listed on their transition plan.
- Chafee Education and Training Voucher (or Grants) – Native American youth access services as any other eligible youth via the electronic application process. Each school will determine a youth's financial need. Chafee Housing – Youth must return to the Tribe or DHS to request voluntary ILP services, including Chafee Housing (provides eligible youth with up to \$600 per month based on need to assist with room and board expenses).
- Driver's Education funds are available to any youth eligible for ILP services.

- Summer ILP Events – All Tribes are notified of the various summer events sponsored by the ILP (Native Teen Gathering, Teen Conference, DREAM Conference). Tribes are notified via email and each event is discussed at the Quarterly ICWA meeting prior to the event date. The DHS ICWA Liaisons are also notified by email of the events.

Non-CFCIP funded services include:

- Foster Youth Tuition and Fee Waiver – The Tuition and Fee Waiver will waive any tuition and fees remaining after the schools access a student’s Pell, Oregon Opportunity Grant, and other institution aid. Tribal youth are eligible for this service on the same basis as youth in the State’s foster care system.
- Independent Living Housing Subsidy – per Oregon Administrative Rule (based on Oregon Revised Statute 418.475), a youth must be in the care and custody of DHS in order to be eligible for Independent Living Housing Subsidy services. This service is primarily funded with State General funds – no Chafee funds are expended on Subsidy housing stipends. If a youth is in the joint custody of DHS and the Tribe, the youth may access the Subsidy Program.

No Tribes have requested to develop an agreement to administer, supervise, or oversee the CFCIP or an ETV program with respect to eligible Indian children and to receive an appropriate portion of the state’s allotment for such administration or supervision. The Department is currently in discussions with the Confederated Tribes of the Warm Springs Reservation to determine the best model for serving Warm Springs eligible youth. An update on the outcome of these discussions will be provided in next year’s annual report.

CFCIP Program Improvement Efforts

The Department has a long history of involving youth in agency related efforts. The Department will continue to collaborate as follows: with the Oregon Foster Youth Connection (OFYC), listen and incorporate the youth’s feedback during the Youth Speak event at the annual ILP Teen Conference, invite youth to sit on interview panels for new caseworkers, involve youth on policy workgroups, engage youth as program review team members, and as presenters or co-facilitators during trainings. During the year one planning process, the Department will determine the best method for continuously involving youth in assessment, improvement, and evaluation of CFCIP services and outcomes for youth over the next five years.

CFCIP Training

At this time, the Department plans to continue the quarterly NetLink trainings: (1) Transition Planning and (2) ILP Services. Future training will include partnerships with community partners, youth, the judicial system, DHS caseworkers and foster parents. If the Department is successful in realizing a paradigm shift in casework practice and placement expansion as it relates to young adults in care, revised casework and caregiver practice training will be necessary. Youth and young adults will also need training to understand the importance of, and how to become their own advocates to make their needs known and assist with obtaining services to meet those needs. The Department will determine specific training needs based on the strategic plan created to strengthen and improve the CFCIP.

VIII. Monthly Caseworker Visit Formula Grant and Standards for Caseworker Visits

- The standards and requirements for monthly caseworker contact and visits is in Oregon Administrative rules, child welfare policy I-B.1, OAR 413-080-0040 through 413-080-0067.
http://www.dhs.state.or.us/policy/childwelfare/manual_1/i-b1.pdf
- Oregon has struggled to meet a consistently high percentage of monthly face-to-face contacts with children in foster care. There are several factors which have contributed to this struggle.
- One factor which has influenced Oregon's ability to meet the face-to-face requirements, is the under resourced number of caseworkers to workload. Due to budget challenges, Oregon has been operating for the last several years with approximately 60% to 65% of the staff needed to perform the actual workload. This ratio means caseworkers and other staff carrying higher workloads than can actually be completed. As a safety intervention system, the work is often shifted to the most immediate crisis; leaving other work such as documentation of visits, as a lesser priority. Caseworker contact, and the documentation of it, is one such area that is dramatically impacted by the workload levels. In January 2014, over 90 caseworkers were added to the field. Once these workers are hired and trained, the caseworker to workload will be much closer to 80% and will provide much needed relief. Monthly contact is monitored through an OR-Kids face to

face report system that is available to staff, supervisors, managers and program staff.

- The first statewide ROM report sent out in March of 2014, reflected face-to-face contacts for children in foster care for February as approximately 50%. However, statewide, in June, 2014, 50.9% of children served in home, and 69% of children in foster care had monthly contact.
- In the upcoming five years, Oregon will focus on increased frequency and quality of face-to-face visits. Strategies include:
 - Routine review of the face to face contact report with District and Program Managers.
 - Use individualized reports during clinical supervision, prioritize contact, and monitor caseworker performance.
 - Additional training on the functionality in OR-Kids and accurate documentation.
 - Revision of CORE training to include the elements of a quality visit.
 - Develop a checklist and revise the Procedure Manual to assist caseworkers in subject matter and appropriate context for case plan discussion during the face to face contacts with children and families.
 - Review CORE training requirement that completion is necessary prior to casework practice as it pertains to a face to face contact.
 - Provide value cards to caseworkers to purchase items and activities for children during visits.

IX. Adoption Incentive Payments (N/A)

Oregon is not currently receiving adoption incentive payments.

X. Child Welfare Waiver Demonstration Activities

Oregon has reached agreement with the Administration for Children and Families on new Title IV-E Waiver terms and conditions.

Under the new terms and conditions signed August 27, 2014, the State will operate a Family Navigator program that will serve families with children 0-18 years of age that come to the attention of child welfare due to an allegation of neglect or

threat of harm due to neglect. Family Navigator services will be offered to these families to address their specific needs as determined through a standardized strengths and needs assessment.

Family Navigators will assist families in navigating child welfare and other health and human services systems (i.e., Medicaid, Supplemental Nutrition Assistance Program, etc.), and identifying other supports, such as those available in their specific communities through the array of services supported by the State's Strengthening, Preserving and Reunifying Families Program as described in Oregon Revised Statute 418.580.

The Family Navigator program will be implemented in select counties and expanded to additional counties over the duration of the five-year waiver demonstration period.

The Family Navigator program supports the overarching goals of the State to improve the safety and permanency of children, by connecting the family with services and supports that will assist them in safely parenting their children at home whenever possible, and improving wellbeing by connecting the family to services and supports that meet their specific needs.

The overall effectiveness of Family Navigator services will be determined at the end of the five-year waiver demonstration period through a rigorous evaluation that will include outcome, process and cost analysis.

XI. Targeted Plans within the CFSP

Foster and Adoptive Parent diligent Recruitment Plan

- *Baseline Data*

The following charts describe the reasons children entered foster care in Oregon for the past two FFYs' the ages and gender, race of children entering care in FFY 2013, distribution of children in care by county, and number of certified homes by county.

Reasons Children Enter Foster Care FFY 2012 and FFY 2013

(includes all types of foster care)

Removal Reason	FFY 2012		FFY 2013	
	Number	% of Entrants	Number	% of Entrants
Neglect Abuse	2,608	63.0%	2,381	63.8%
Parent Drug Abuse	1,818	43.9%	1,830	49.1%
Incarceration Of Parent	619	15.0%	471	12.6%
Inadequate Housing	600	14.5%	447	12.0%
Inability To Cope	554	13.4%	475	12.7%
Parent Alcohol Abuse	506	12.2%	396	10.6%
Physical Abuse	489	11.8%	427	11.4%
Child's Behavior	349	8.4%	269	7.2%
Sexual Abuse	163	3.9%	126	3.4%
Abandonment	142	3.4%	127	3.4%
Child Drug Abuse	78	1.9%	45	1.2%
Child's Disability	55	1.3%	37	1.0%
Child Alcohol Abuse	44	1.1%	35	0.9%
Death Of Parent	19	0.5%	30	0.8%
Relinquishment	13	0.3%	8	0.2%
Total Number of Foster Care Entrants	4,140		3,730	

FFY 2013 Age of Children Served in Foster Care

Age Group	Number	Percent
Age 0 - 5	4,683	38.7%
Age 6 - 12	3,902	32.2%
Age 13 - 17	2,623	21.7%
Age 18+	905	7.5%
Total	12,113	100.0%

FFY 2013 Gender of Children Served in Foster Care

Gender	Number	Percent
Boys	6,123	50.5%
Girls	5,990	49.5%
Total	12,113	100.0%

**Children Served in Foster Care, by Race
FFY 2011, SFY 2012 and FFY2013**

Race	SFY 2011	FFY2012	FFY2013
African American	8.2%	6.8%	7.0%
Asian/Pac Islander	1.6%	1.1%	1.2%
Caucasian	64.4%	66.5%	68.6%
Hispanic (any race)	14.4%	14.8%	16.4%
Native American	5.9%	3.8%	4.5%
Unknown/Not Recorded	5.5%	7.0%	2.2%

Children in Foster Care per 1,000 Children, by County (Point-in-time on 9/30; 6/30 for 2011)

County	Population under 18***			Number in Foster Care			Rate per 1,000		
	2011	2012	2013	2011	2012	2013	2011	2012	2013
BAKER	3,276	3,252	3,206	40	38	46	12.2	11.7	14.3
BENTON	15,335	15,233	14,848	49	72	57	3.2	4.7	3.8
CLACKAMAS	88,624	88,403	88,015	387	494	541	4.4	5.6	6.1
CLATSOP	7,617	7,595	7,514	99	87	75	13.0	11.5	10.0
COLUMBIA	11,565	11,419	11,455	156	205	193	13.5	18.0	16.8
COOS	12,016	11,991	11,820	255	211	214	21.2	17.6	18.1
CROOK	4,495	4,370	4,321	27	38	45	6.0	8.7	10.4
CURRY	3,472	3,412	3,532	55	43	41	15.8	12.6	11.6
DESCHUTES	36,315	36,463	36,190	131	170	170	3.6	4.7	4.7
DOUGLAS	21,933	21,787	21,526	348	362	309	15.9	16.6	14.4
GILLIAM	350	351	360	13	7	14	37.1	19.9	38.9
GRANT	1,398	1,362	1,401	8	9	12	5.7	6.6	8.6
HARNEY	1,632	1,601	1,633	16	11	14	9.8	6.9	8.6
HOOD RIVER	5,816	5,819	5,716	35	21	22	6.0	3.6	3.8
JACKSON	44,233	44,042	44,156	389	419	421	8.8	9.5	9.5
JEFFERSON	5,459	5,396	5,402	46	27	50	8.4	5.0	9.3
JOSEPHINE	16,767	16,597	16,675	281	265	270	16.8	16.0	16.2
KLAMATH	14,749	14,610	14,640	239	246	231	16.2	16.8	15.8
LAKE	1,496	1,473	1,449	28	42	22	18.7	28.5	15.2
LANE	69,730	69,063	68,782	1,224	1,158	1103	17.6	16.8	16.0
LINCOLN	7,996	7,964	7,954	141	137	154	17.6	17.2	19.4
LINN	28,222	28,210	28,202	299	308	314	10.6	10.9	11.1
MALHEUR	7,997	7,927	7,789	68	124	136	8.5	15.6	17.5
MARION	83,726	83,964	83,223	997	929	822	11.9	11.1	9.9
MORROW	3,160	3,125	3,171	23	23	22	7.3	7.4	6.9
MULTNOMAH	150,822	151,069	152,189	2,037	1,935	1759	13.5	12.8	11.6
POLK	18,510	18,637	18,172	182	148	148	9.8	7.9	8.1
SHERMAN	350	348	336	11	8	9	31.5	23.0	26.8
TILLAMOOK	5,048	5,057	5,005	63	47	51	12.5	9.3	10.2
UMATILLA	20,333	20,397	20,350	136	150	131	6.7	7.4	6.4
UNION	5,900	5,956	5,764	50	43	24	8.5	7.2	4.2
WALLOWA	1,344	1,356	1,314	8	8	8	6.0	5.9	6.1
WASCO	5,880	5,900	5,753	103	86	101	17.5	14.6	17.6
WASHINGTON	135,820	136,365	136,145	754	714	590	5.6	5.2	4.3
WHEELER	264	260	248	1-5*	9	10	3.8-19.0*	34.6	40.3
YAMHILL	24,751	24,735	24,554	181	176	174	7.3	7.1	7.1
OREGON*	866,397	865,508	862,810	8,882	8,770	8,303	10.3	10.1	9.6

*State total does not include Title IV-E eligible children served by Tribes

**Values masked to assure confidentiality.

***Population 2011-2012 from the PSU Population Research Center

***Population 2013 from Easy Access to Juvenile Populations: 1990-2012.

**Number of Certified Foster Homes on 9/1/2013
by Certification Type**

County	Regular Certification	Special Certification	Total Homes
BAKER	36	9	45
BENTON	47	10	57
CLACKAMAS	170	132	302
CLATSOP	31	17	48
COLUMBIA	40	32	72
COOS	85	32	117
CROOK	**	**	16
CURRY	**	**	20
DESCHUTES	73	33	106
DOUGLAS	123	61	184
GILLIAM	-	-	-
GRANT	15	6	21
HARNEY	-	-	-
HOOD RIVER	-	-	-
JACKSON	94	117	211
JEFFERSON	12	7	19
JOSEPHINE	92	41	133
KLAMATH	47	36	83
LAKE	7	6	13
LANE	326	227	553
LINCOLN	35	15	50
LINN	124	49	173
MALHEUR	39	26	65
MARION	169	122	291
MORROW	**	**	15
MULTNOMAH	517	387	904
POLK	54	23	77
SHERMAN	-	-	-
TILLAMOOK	22	9	31
UMATILLA	45	32	77
UNION	**	**	26
UNKNOWN	110	41	151
WALLOWA	-	-	-
WASCO	39	33	72
WASHINGTON	149	125	274
WHEELER	-	-	-
YAMHILL	66	27	93
OREGON	2,627	1,672	4,299

**Values masked to assure confidentiality.

In the counties where "-" is reported certified homes may be captured in the data for another county within that same District

Special certification is the mechanism through which Oregon can expedite the certification to place a child with relatives or other persons know to the child or family.

Oregon is unable to provide data that specifically identifies the race of the foster parent population compared to the race of the children entering care, in part, because of the nature of data capture and the inability to capture multiple race families and multiracial children in a way that could demonstrate appropriate

matching. This information will more appropriately be captured in the CSFR review tool.

- *Strategies to reach all parts of the community*

General recruitment involves reaching mass audiences through media and public outreach programs. These include public events, public service announcements on television and radio stations, billboards, foster care and adoption fairs, booths at county fairs or sporting events, and developing and disseminating printed materials.

Targeted recruitment focuses on the specific kinds of children, youth and young adults in need of temporary and permanent homes in a specific community. After an assessment of community demographics, current leaders or groups leading the way to support healthy families, branches will develop relationships to communicate the shared vision to support families and develop targeted recruitment plans for specific needs, such as Hispanic families, families of color, sibling groups or children with significant behavioral challenges.

Child specific recruitment includes finding relatives, close family friends or others known to the child or family. Some strategies include the use of Family Find and family group conferencing. Also, please see below under *Child Specific Recruitment and Permanency Preparedness* for additional child specific recruitment resources available.

- *Strategies for access to information*

The Department provides access to foster and adoptive parent applications on its website <http://www.oregon.gov/dhs/children/fosteradopt/Pages/index.aspx> and information and staff are available in every branch office throughout the state as well as individual county websites and Facebook. Contact information is also available through the Oregon Foster Parent Association.

The Department will continue its contract with a private vendor to increase the number of available foster and adoptive families for the children of Oregon, provide child specific recruitment for our hardest to place youth, and to provide permanency preparedness work for youth. The Contractor operates a statewide foster and adoption telephone inquiry line and responds to over 2,000 calls per year from persons seeking information about foster care and adoption. Informational materials are mailed and each caller gets a personal contact.

- Strategies for training staff to work with diverse communities including cultural, racial, and socio-economic variations;

The Department trains staff through a training program about cultural, racial, and economic diversity issues. Many local branches have established Diversity Committees. Through the Cooperative Agreement (CO) with the Children's Bureau DHS is contracting with Dr. Susan Quash-Mah will develop a curriculum for Tribal cultural competency that will initially be used in 6 GRACE Districts identified in the CO, but eventually rolled out statewide.

Training and the adoption of a customer service approach to diligent recruitment are expected to both retain current resource families and increase the diversity of resource families, including an increase in the number of American Indian and Hispanic resource families to address the disproportionate numbers of children in care. The Department will measure the changes in the fostering population during the 2015-2019 period.

- *Strategies for dealing with linguistic barriers*

The Department actively recruits staff that can meet the linguistic needs of the population of prospective foster/adoptive applicants. Additionally, Oregon contracts for in-person interpretation and translation of written materials. The application is available in Spanish and English and is available to be translated into other languages if necessary. The Department also provides training in both English and Spanish, and translates application materials into other languages whenever necessary.

- *Non Discriminatory fee structure*

The Department does not charge any fee for application or certification of foster parents.

- *Child Specific Recruitment and Permanency Preparedness*

Generalized recruitment for adoption purposes is not a targeted need in Oregon. 75-80% of adopted children are adopted by a relative or their current caregiver. Of the remaining children, Oregon generally has 50-60 active recruitment bulletins at a time and children on Oregon's recruitment website find families a median of 120 days. At last count, Oregon had 135 families studied and waiting for children and another 140 waiting to be studied. Oregon's adoption recruitment priority, therefore, is to focus on the hardest to place children and our adoption recruitment is geared towards child specific activities. For these hard to place children, the

Department has a contract with Boys and Girls Aid Society (please reference *Service Array*) to recruit for and identify resources for children.

Child specific recruiters, provided through a contracted vendor, work directly with our harder to place children by developing a child specific recruitment plan focused on the child's unique placement needs. The recruiters have access to the child welfare files where they mine the files for information about missed potential relatives or other significant persons in the child's life. They also develop and carry out a specific recruitment strategy for each child. At the same time recruitment is occurring, the recruiters are working directly with the youth using Darla Henry and Associates 3-5-7 model to prepare the youth for permanency. This model helps children become ready for their permanency journey through clarification of their life story, integration of their story into who they are today, and actualization of where they are going and what their goals are in life.

The goal over the next five years is to increase the capacity of our child specific recruitment program. Oregon currently has three child specific recruiters and is in the process of hiring two additional full time employees. At the same time, the Contractor and the Department are working with the Dave Thomas Foundation for increased investment in Oregon's child specific recruitment program and is currently applying for the federal child specific recruitment grant in an effort to increase this service even more. Two local grant opportunities are also being pursued and are specific to the Portland area. The first is the Permanency Recruitment Project that proposes that the contractor and DHS identify Portland area, youth 14 years and older, who have an APPLA or Permanent Foster Care plan and apply the Darla Henry and Associates 3-5-7 model discussed above. The goal is preparing youth and families for legal permanency or at minimum, relational and physical permanency. The second is the My Story project again designed to help address the barriers to relational and physical permanency which will hopefully lead to legal permanency. The My Story project will target youth living in foster care, group homes, or residential settings, ages 11-18 that have had two or more placement changes in the past six months and are either living without permanency or are at risk for not establishing permanency before aging out of the foster care system. My Story includes a family education and engagement component to address the needs and concerns of birth, foster, and adoptive parents along with a training component for an enrolled youth's support systems.

Boise Wednesday's Child:

The Department will continue its contracts with Special Needs Adoption and Permanency Services, Inc. (SNAPS) out of Boise, Idaho, to expand the

geographical boundaries in which the best adoptive families can be found for Oregon children. In addition to Wednesday's Child airtime in the Boise, Idaho area, the children are active on SNAPS recruitment website. The contract covers a proportionate percentage of SNAPS staff hours, Internet listing services and all expenses for travel to Portland, Oregon for the KIFI news anchor and filming crew. There are two additional Wednesday's Child programs in Portland and Southern Oregon, and a third news station that does a similar type of waiting child feature. These programs operate free of charge.

Northwest Resource Associates/Oregon Adoption Resources Exchange

The Department will continue its contracts with NRA to operate and maintain a password protected Oregon specific website known as the Oregon Adoption Resource Exchange (OARE). Users of the website include Department caseworkers, private adoption agencies with which DHS has a contract and Oregon families who have an approved adoption home study. Children for whom recruitment is expected to be quick will be posted on the OARE website only, thereby allowing Oregon families first priority for Oregon children. For children who have been on OARE for at least 90 days, or for children for whom recruitment is expected to take more time, recruitment will be expanded to include additional public websites and other venues. Workers can also utilize OARE for children for whom adoption is not the permanency goal, but for whom a permanent caretaker family is being sought. Photos are posted and recruitment bulletins get written in a similar way as a child who is ready for adoption. The hope is that a family interested in adoption may decide to provide foster care for a child, and once a permanent family is matched with the child, guardianship or adoption may become the permanent plan. Children for whom this option may be appropriate are those who are ambivalent about permanency, or children who have experienced placement instability and a higher level of permanency planning may not yet be in the child's best interest. Family profiles are also a feature on the website where family photos and bulletins are viewed by workers, and matching filters can help workers determine whether they want to ask for a family's study to be submitted.

Northwest Resource Associates/Northwest Adoption Exchange

Oregon continues to contract with the Northwest Adoption Exchange to provide photo listing services for harder to place Oregon children. Children will be placed on the NWAE website if they have been on OARE 90 days or longer, or if a caseworker knows from the beginning that a child is in need of expanded public recruitment outside of Oregon. In addition to photo listing services, NWAE provides training each year to DHS caseworkers on topics mutually identified by NWAE and the Department

Special Needs Adoption Coalition (SNAC)

The Department will continue contracts with Oregon private adoption agencies to provide adoption placement and supervision services to special needs children referred by the Department. SNAC agencies recruit, train, and study a pool of adoptive applicants for DHS special needs children. If selected to go to adoption committee for a child, the SNAC agency will present the family at committee, and if selected provide all supervision and finalization services.

Heart Galleries

Oregon supports three nationally recognized Heart Galleries operated by three private adoption agencies. When a child is approved for expanded recruitment, i.e. outside of the OARE website, each Heart Gallery has the opportunity to feature Oregon children 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 that are used for their on line bulletins and in community Heart Gallery venues.

Health Care Oversight and Coordination Plan

During this most recent year, the Department has continued to work collaboratively with the Oregon Health Authority through the state's Health Care System Transformation. This transformation has included the creation of 16 different Coordinated Care Organizations (CCO) which children in Child Welfare services and now enrolled into. <http://www.oregon.gov/oha/OHPB/Pages/health-reform/certification/index.aspx>

The Health Care Services work that has continued is focused in a few key areas;

- Health Care System Transformation
- Children's Health Policy Team
- Oversight of Psychotropic Medications
- Youth Medicaid expansion to 26
- Systemic Data Reporting

Health Care System Transformation in Oregon has been underway for the past couple of years. This change does a number of things for health care transformation and specifically to the children served by the Child Welfare agency by creating a medical home model whereby a CCO is the identified comprehensive

health care provider for a child(ren); physical, dental and mental health care services.

As a part of the collaborative work between the states Medicaid Agency and the State's Child Welfare department, the department has established a weekly report which allows for the CCO to quickly identify which children are newly enrolled and are identified as foster children. The purpose behind this is to ensure foster children are receiving timely physical, dental and mental health assessments. Foster children are to receive all of their assessments within the first 60 days of care. In addition, this allows for the child welfare caseworker, foster parent and health care providers to develop plans and provide appropriate and necessary follow up on all health issues. As described earlier, the Department needs to continue to work with OHA and the contracted CCOs to further improve this process.

DHS and OHA identified this area as one of the core metrics while measuring the success of the CCO. Not only was it identified as a core metric, OHA also incentivize it with a financial bonus if the CCO meets an identified threshold. Although the threshold for success has not been determined at this time, it is the intention of OHA and they are currently evaluating the data.

The CCO's are also required to develop internal policies on the Oversight of Psychotropic Medication for foster children. The Child Welfare Program Manager has presented to the CCO Directors how the Child Welfare system works, how best the CCO can assist these children and has offered to assist them in review or development of their oversight policies.

An additional system change that is still in the planning is to transfer the Departments Child, Adolescent, Needs and Strength (CANS) screening to the CCO's in July 2014. This is intended to utilize the clinical strengths of the CCO and operationalize the CANS along with the Mental Health Assessment into a more comprehensive inventory of the child's needs, strengths and clinical plan of care.

Children's Health Policy Team is a cross section of OHA and DHS representatives who meet to problem solve systemic issue for children and to develop an agenda to prioritize children in the Health Care System transformation. This team is led by a Pediatrician and includes an array of medical professionals including primary care doctor, nurses, mental health and Child Welfare program staff. More recently, the focus of this team has moved toward the work of Adverse Childhood Experiences

Study (ACES). The CHPT is working to create a coordinated training opportunity and a cross Department/Agency plan for infusing the work to identify and provide a response for ACES. Up until now in Oregon, there is an awareness of ACES and multiple entities have provided training and/or who are screening for ACES. Unfortunately, this has not been coupled with a response to a high ACES score; the “so what”, now “what do I do about it” has left most systems at a loss. The CHPT is working with Laura Porter; Director, ACE Partnerships from the State of Washington to assist Oregon in developing a comprehensive approach.

Oversight of Psychotropic Medication continues to be of priority in Oregon with the continuation of the Technical Assistance grant from the Centers for Health Care Strategies, in the early stages of the final year for the three-year grant. This collaboration has been directed in Oregon by the Psychotropic Medication Advisory committee which has included a diverse group of individuals; young adult, CASA, foster parent, Child Psychiatrists, Nurse Practitioners, and other health care policy staff and co-chaired by a Child Psychiatrist and a Child Welfare Program Manager.

The CHCS collaboration has arrived at some common measures across the six participating states but the data has not been formally reviewed nor released. In Oregon, we have been focusing on high priority areas;

- Children on Antipsychotics without diabetes screen
- Five or more concurrent psychotropic
- Three or more concurrent psychotropic
- Two or more concurrent Antipsychotics
- Under 18 years old on any antipsychotic
- Children under five years of age on any psychotropic

An additional area of focus has been obtaining the critical ongoing monitoring of test and screenings; the metabolic monitoring of the child(ren) on psychotropic medications. This collaborative work has taken two strategies to address this issue and we are seeing positive results. One strategy was to create the ability to notify the clinician of the child if there is no record of tests or screenings. The second is to notify the child’s caseworker and foster parent of the same need and asking them to schedule an appointment for the tests. The result is increased number of children being monitored through testing and local oversight.

Late spring 2014, the department released two Tip sheets that were created as a result of the Advisory Committee. One is used to help inform Youth, and a second one helps inform caseworkers and caregivers about Psychotropic Medications.

- <http://www.oregon.gov/dhs/children/fostercare/docs/DHS%200129%20-%20Foster%20Youth%20Tip%20Sheet.pdf>
- <http://www.oregon.gov/dhs/children/fostercare/docs/DHS%200130%20-%20Caseworker%20Tip%20Sheet.pdf>

The Department has developed a process which allows for timely consultation for our field staff on the use or intended use of Psychotropic Medications for children, by contacting a centralized consulting nurse. Under development is a more robust consultation approach with the advent of the Oregon Psychiatric Access Line for Kids (OPAL-K), which is being launched in late June 2014. OPAL-K is intending on increasing capacity to offer additional support for foster children who may include a range of actions from; clinician-to-clinician consultation to second opinions, to assessments completed via telemedicine.

In addition to the timely consultation to enhance oversight, the department works closely with OHA to have routine annual monitoring of all foster children who are prescribed psychotropic medications by someone other than the clinician who prescribed the medications.

There is work underway to expand this support by adding a second nurse to meet the growing need for consultation on health care issues.

The Department has continued to provide the Federal Government Accountability Office (GAO) with information for their ongoing exploration and audit regarding: Appropriate Use of Psychotropic Medication for Foster Children. In addition, the Child Well-Being Program continues to participate on the Administration for Children; Children's Bureau national workgroup to develop education materials for caseworkers, foster parents and advocates.

In the development of Oregon's SACWIS system called ORKIDS, the electronic health care record has been developed so health history reports may be gathered and provided to: Youth, Foster Caregiver, Parent, Health Care Provider and for the department record. Some of the information is from unique data entered by Child Welfare and much of the information comes from a transfer of information from

the state's Medicaid system (MMIS) or other statewide Health exchange systems for immunizations.

The Department maintains specific health care policy and procedure requirements as follows:

- Schedule of initial and ongoing health screenings; Child Welfare Policy I-C.4.1
 - Children entering care must have a referral for Physical, Dental health care screenings within 30 days.
 - Children entering care must have a referral for a Child, Adolescent Needs and Strengths screening within 21 days.
 - Children entering care must have a completed Mental Health Assessment within 60 days.
- Monitoring of health care, including care for trauma
 - Developing and Managing the Case Plan, Child Welfare Policy I-B.3.1.
- Protocol for the psychotropic reviews
 - Psychotropic Medication Management, Child Welfare Policy I-E.3.3.1.
- Comprehensive Transition Plan must include addressing the health care needs of youth aging out – including insurance, health care proxy
 - Child Welfare Children's Medical Eligibility policy I-E.6.2 updated in June 2014, includes policy regarding: Former Foster Care Youth Medical Program for individuals at least age 18 and under age 26
 - Health Care proxy may be found in Child Welfare policy I-B. 2.3.5 and the Youth Transitions Resource page;
http://www.oregon.gov/dhs/children/fostercare/pages/ind_living/resources.aspx

Medicaid expansion to age 26

The Department did extend the ability for former foster youth the opportunity for Health care coverage under the Medicaid expansion to age 26. The Department has utilized a number of strategies to notify former foster youth of this opportunity; flyers in TANF offices, notice to Homeless and Runaway programs, notify young adults currently in college and the college counselors and other young adult serving programs. The Department used posting on webpages, Facebook, and notice to those individuals for whom a NYTD survey is being tracked.

Systemic Data Reporting

The Department utilizes the Quarterly Business Reviews (QBR) for the Department to monitor the progress in these areas.

- 90% of the children received adequate services to meet their physical and mental health care needs. (4th quarter 2013)
- 70% of the referrals for Mental Health Assessment have been completed timely. (4th quarter 2013)
- 48% of the Mental Health assessments have been completed timely (within 60 days of referral). (4th quarter 2013)
- 90% of the children who have prescribed psychotropic medications have had an annual review by someone other than the prescriber. (1st quarter 2014).

The Department anticipates having OHA measuring the completed Mental Health assessment systemically within the CCO's that Child Welfare will start to see greater success in the timeliness of this measure.

The Department is working with OHA – Children's Mental Health on several Legislative investments;

- Development of the Oregon Health Science University Center of Excellence; Collaborative Problem Solving
- Development of the Oregon Health Science University and Portland State University Center of Excellence; Trauma Informed Care.

Disaster Plan

The Emergency Preparedness & Management Plan (Disaster Plan) remained unchanged from last year's APSR. The contact lists have been updated and are attached or linked below.

<http://www.oregon.gov/OMD/OEM/>

Oregon did not experience disaster since the last APSR reported.

Please see the full Emergency plan that is attached as an addendum

XII. 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 2012

\$ 196,352,069 GF
\$ 402,821,913 TF
\$ 4,449,500 Title IV-B, Subpart 2 allotment for 2012

The Title IV-B amount for 2012 is 1.1% of the Child Welfare Program budget versus 2.9% of the budget in 1992. This demonstrates that Title IV-B funds have not supplanted other program costs in the 2012 federal period.

XIII. ATTACHMENTS

2013-2014 OR CFSR Quarterly Ratings
ROM Core & Oregon Reports
OR-Kids Service Array
OCWP Current Training Summary
Proposed Training Modules
Training Flowchart
PSU Training by Districts



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

Emergency
Preparedness & Management
Plan

The emergency 24 hour toll-free number

1-866-610-2581

April 1, 2014

Oregon Department of Human Services
Office of Child Welfare Programs
500 Summer Street NE
Salem, Oregon 97301
Phone: 503-945-5944 ♦ Fax: 503-378-2897

TABLE OF CONTENTS

I. INTRODUCTION

A. Overview

B. Plan Background

1. Assessing potential disasters
2. Assumptions

II. CONCEPT OF OPERATIONS

A. Preparedness Activities

1. Designate managers
2. Assign other critical roles
3. Workload planning
4. Locations of operations
5. Disaster supply kits
6. Flow of funds
7. Training and updating plans
8. Coordinate with essential partners
 - a. Work with emergency management agencies.
 - b. Coordinate services with tribes.
 - c. Coordinate with the court.
 - d. Establish a liaison with federal partners.
 - e. Identify potential volunteers and their tasks.
9. Develop communication systems
10. Strengthen information systems
11. Prepare staff and contractors
12. Prepare families, providers and youth

B. Response activities

1. Manage
 - a. Workload management
 - b. Assess and respond to clients needs
 - c. Support staff
 - d. Managing volunteers
2. Communicate
3. Assess information systems

C. Recovery activities

1. Manage
2. After action review and analysis

III. ATTACHMENTS

- A. CAF Central Office and District Manager Contact Information
- B. Directory of Local Emergency Managers
- C. District Emergency Planning Guide
- D. Emergency Preparedness Information for Certified Families

I. INTRODUCTION

The State of Oregon’s Department of Human Services (DHS), Office of Child Welfare Programs (OCWP) is committed to ensuring the safety, permanency and well being of the children and families under its care and supervision. In order to ensure that these crucial services can be maintained immediately following a disaster, OCWP has developed this Emergency Preparedness and Management Plan in accordance with state and federal requirements and guidelines. This plan will work in conjunction with other DHS operational plans and state and local emergency operations plans, to ensure interagency coordination and effective service delivery immediately following a disaster or emergency event. The plan and attachments will guide district and local offices in developing their emergency preparedness plans.

A. Overview

Medical events, man made and natural disasters around the world strain the ability of governments at all levels to protect children, ensure continued critical services to children, and respond appropriately and effectively to children’s needs during and after a disaster. The role of human service agencies in disasters therefore becomes even more important to the health, wellness, and safety of children under state care or supervision. This plan outlines Oregon’s work to prepare for disasters and emergency events that would disrupt critical services to vulnerable children and their families.

Although the entire state may not be affected by a major disaster or pandemic, it will have an agency-wide impact. Therefore, district and local offices need to have emergency plans that clearly identify their roles and responsibilities within the broad emergency plan for the department and for the state. Support from other areas of the state may also be required, as local resources will likely be stretched and severely compromised.

DHS’s emergency response planning will take place in local communities and counties throughout the state. The plans created at the local level will be communicated statewide so that resources and services can be mobilized immediately following a disaster.

Additionally, there will likely be a need to place children through emergency licensing, or emergency authorizations, and to place children with relatives, friends, or neighbors, both within and out of state.

B. Plan Background

DHS is coordinating efforts in support of, and in combination with Oregon Health Authority (OHA) and the Oregon Office of Emergency Management, the state's comprehensive emergency management team, which provides the framework and guidance for statewide mitigation, preparedness, response and recovery activities. The plan is intended to provide a foundational framework for the statewide standardization of district and local office plans and facilitate coordination between local, state and federal governments.

The Emergency Preparedness and Management Plan ensures DHS' ability to provide support for the planning, response and recovery activities of the administrative, district and local offices. The essential services include the activities mandated by the Child and Family Services Improvement Act of 2006 that requires states to maintain specific services to children and families in the event of a disaster, including:

1. Identifying, locating and continuing availability of services for children under state care or supervision who are displaced or adversely affected by a disaster.
2. Responding as appropriate, to new child welfare cases in areas adversely affected by a disaster and provide services in those cases.
3. Remaining in communication with case workers and other essential child welfare personnel who are displaced because of a disaster.
4. Preserving essential case information, both electronic and written documents.
5. Coordinating services and sharing information with other states and interstate agencies.

The Emergency Preparedness and Management Plan was developed in conjunction with the work being done through the DHS Vulnerable Populations Project, with input from County Emergency Managers, and through consultation with other states and federal partners. This plan and the Vulnerable Populations Project utilized the October 2007 Federal TOP OFF IV exercise and the winter storms of 2007 in Oregon, to identify

impediments to service delivery and potential problems with communication and organizational issues.

Additional information was gathered by reviewing existing business continuity, information technology, and continuity of operations plans and reviewing existing state emergency procedures, guidelines and policies. These plans provided guidance for re-establishing program and services in the event of a disruption. It is understood that the effectiveness of the Emergency Preparedness and Management Plan is dependent on the compatibility and effective interface with these vital state plans.

1. Assessing potential disasters

A careful review of past disasters in the State of Oregon was completed as part of the disaster planning. This included studying disaster frequency and impact as well as assessing potential disasters based on the presence of high risk factors, such as chemical depots, chemical movement through the state, industrial operations, the location of man-made structures (such as dams and power lines) and natural hazards (such as volcanoes, rivers, coastal areas). Information was also gathered from state and local emergency management agencies to ensure a comprehensive understanding of local hazards and concerns. It was also understood that a disaster in other states could impact services as Oregon takes in children and families displaced from a disaster in other areas of the United States. Potential disasters in Oregon can range from limited impact events – such as landslides, fires, and structural failures – to broad impact events – such as acts of terrorism, floods, earthquakes, and pandemics.

The Emergency Preparedness and Management Plan was designed to provide a flexible response based on the scope of the disaster. It is expected that minor events can be handled on a local level by district and local office managers with existing resources or with minimal assistance as they request it. Major events may require state and possibly federal assistance and catastrophic events may require massive state and federal assistance over a long period of time. Incident command and control will be maintained at the local level as much as possible. All events require effective training, leadership and communication to minimize the impact of emergency events on programs and services and to protect valuable resources (including staff, equipment and structures).

Each section of the plan needs to be implemented for staff to be prepared for disasters that might interfere with the normal operations of DHS and OCWP.

| Implementation includes:

- Gathering and making emergency preparedness information available to all child welfare staff.
- Training child welfare staff about emergency procedures.
- Providing periodic reports of key client information to managers at all levels in child welfare.
- Establishing periodic reports of critical personnel or titles identified in this plan.
- Periodically reviewing and updating the plan.

| 2. Assumptions

Emergencies and disasters may occur with little or no warning, and may be overwhelming to the general population and specifically to OCWP and the services provided. In order to formulate an effective emergency management plan, some initial assumptions were made, and it is important to acknowledge those assumptions.

| OCWP's plan was based on the following assumptions:

- The plan depends on timely communications and effective leadership.
- The plan applies to all hazards and not a specific event.
- Some emergencies or disasters will occur with sufficient warning that appropriate notification will be issued to ensure some level of preparation. Other situations will occur with no advanced warning.
- The continuity plans identify priority services for DHS and OCWP.
- DHS administration may be unable to satisfy all emergency resource requests during a major emergency or disaster.
- The plan describes only the general emergency procedures staff will need to follow. Managers at all levels of DHS will need to improvise to meet the specific conditions of an actual disaster.
- The plan assumes DHS will continue to provide food stamps, TANF grants and other services.
- The plan assumes that Medicaid services will continue to be provided through OHA.

- The plan assumes that community emergency services will be in place to provide basic necessities of shelter, rescue, evacuation, fire control, transportation, etc.
- The plan focuses on DHS and OCWP's unique responsibilities for child protective services and for children in foster care or group or residential care settings, both in-state and out-of-state.
- The plan assumes child welfare staff will be informed and trained on how to implement emergency procedures when a disasters strikes.
- Contracted residential and group care providers will develop and coordinate with DHS and OCWP their own agency or facility disaster response and recovery plans. This includes identification of, and resources for providing services to medically fragile or special needs children and youth who receive their services.
- Recognized Indian Tribes will develop and coordinate with DHS and OCWP their own agency or facility disaster response and recovery plans. This includes identification of, and resources for providing services to medically fragile or special needs children and youth who receive their services.
- The plan assumes all personnel will need some level of assistance before, during and after the disaster has passed.
- For catastrophic incidents with community social and economic consequences, federal assistance may be available for disaster response and recovery operations under the provision of the National Response Plan. DHS offices will coordinate with local county emergency operations centers, local emergency managers, and other state and federal agencies to develop the application for federal assistance.
- The plan assumes it will only be effective if it is reviewed and updated.

II. CONCEPT OF OPERATIONS

Emergency operations span three separate but contiguous phases: preparedness activities, response activities and recovery activities. The Emergency Preparedness and Management Plan is intended to support administrative, district and local offices in maintaining their critical services. The DHS Director is ultimately responsible for all operations and services. However planning, control and event analysis will occur at all levels of DHS administration. It is also anticipated that service delivery and resource

management will occur at the lowest level sufficient to meet the demands of the specific event and that command and control functions will be coordinated along existing lines of authority.

A. Preparedness activities

The OCWP Emergency Preparedness and Management Plan supports district and local office operations by coordinating state and local resources. During an emergency operation, local services can be impaired or unavailable. It is the responsibility of DHS and CAF administration to coordinate information and services with district and local offices to allow for the continuation of vital services and activities and to assist district and local offices in re-establishing normal operations.

1. Designate managers

At the central office level the OCWP Emergency Management Team consists of the OCWP Director, the OCWP Deputy Director, the Communications Director, the Chief Operating Officer and other staff as directed by the OCWP Director.

The District Emergency Management Team consists of District and Program Managers and other key management staff designated by the District Manager. The DHS Director or designee, the OCWP Emergency Management Team, the District Emergency Management Team and key DHS management staff will coordinate state resources to ensure the continued provision of critical services. The OCWP Director (or designee) is responsible for ensuring that all members of the OCWP Emergency Management Team know their responsibilities in an emergency, as well as the extent of their authority, should designated leaders be unavailable in an emergency operation. The OCWP Emergency Management Team is responsible for ensuring that all managers who take on critical roles in an emergency know their responsibilities, as well as the extent of their authority, should designated leaders be unavailable in an emergency operation.

The DHS Director or the OCWP Director has the authority to activate the OCWP Emergency Preparedness and Management Plan. The OCWP Emergency Management Team will:

- Provide direction and information to management staff at all levels of DHS about actions to take to maintain critical functions in response to an impending or actual disaster.
- Designate managers over critical functions and establish a communication plan with them.
- Inform state, district and local office managers to activate emergency plans in response to an impending or actual disaster, if they have not already done so.
- Use media and any other forms of available communication to communicate direction to staff, clients and providers.
- Activate an emergency toll-free number specifically dedicated to emergency communication with foster families, group, residential care staff, youth receiving transition ILP services, and families with children under state care and supervision.
- Coordinate the OCWP Emergency Preparedness and Management Plan with the DHS Emergency Management Plan.

Management staff at all levels will need to make decisions specific to each circumstance during an emergency operation or in preparation for one. Decisions regarding staffing essential functions, work place safety, work force and resource management will be made at the local level as much as possible. District and local office plans will define roles and responsibilities of front line staff in essential function areas.

2. Assign other critical roles

The OCWP Emergency Management Team will ensure that all management staff of critical operations have the knowledge, skills and ability necessary for their role. All critical operation managers and their designees will receive notification of their assigned roles and essential information for carrying out their assignments during emergency operations. The DHS central office is responsible for:

- Maintaining the OCWP Emergency Preparedness and Management Plan and ensuring that the plan facilitates communication and coordination with district and local office emergency plans.
- Establishing:
 - A disaster-activated and dedicated toll-free number;
 - Communicating with and managing the press.

- Coordinating services and sharing information with other states.
- Communicating with federal partners.
- Facilitating the placement of children from other states.
- Preserving essential program records, both electronic and written documents.

The DHS district and local offices are responsible for:

- Locating and identifying children under state care and supervision who may be displaced.
- Coordinating services with Local Emergency Operation Centers.
- Identifying alternate service centers.
- Identifying staff who may have been displaced.
- Continuing services to children under state care who may be displaced.
- Identifying new child welfare cases and providing appropriate services.
- Preserving essential program records, both electronic and written documents.
- Screening, training and supervising DHS volunteers.
- Appointing a liaison with local emergency response and court offices.

Foster families, group and residential care programs and families with children under state care and supervision are responsible for:

- Locating and identifying all children placed in their care.
- Calling the toll-free number and providing information as to their status and well being.
- Communicating with state caseworkers, if possible.
- Continuing to meet the needs of the children placed in their care.
- Identifying alternate service centers, (group and residential care only)
- Preserving essential program records, both electronic and written documents, (group and residential care only).

3. Workload planning

Other functions identified in the OCWP Emergency Preparedness and Management Plan will be provided as staffing and resources are available.

In considering how DHS staff will be deployed during a disaster, the following considerations should be taken in account:

- Child welfare staff may be victims of the disaster themselves, with damaged or destroyed homes or missing or affected family members. This will limit their emotional and physical availability for child welfare tasks.
- Child welfare staff may be called to help with immediate response efforts, such as overseeing evacuations, and/or taking on tasks in the response and recovery process, such as operating or working at shelters or providing child care at assistance centers.
- Additional or expanded services will be needed during a disaster for children and families receiving child welfare services or new families identified as needing child protective services or foster care.
- Staff may need to be deployed to answer toll-free phone numbers.
- After a disaster, as court processes are re-established, workers and attorneys should be available for court cases so that legal requirements (e.g., permanency timeframes) can be met. This will minimize the impact on children in care and the potential loss of IV-E funding, which would have a further negative impact on services.

It is also essential to evaluate the availability of resources, including:

- Identifying child welfare staff and other DHS staff with multiple skills that could assist with different jobs within DHS.
- Determining roles that units within the local child welfare office could assume.
- Exploring existing or potential processes for temporarily employing retired state employees.
- Considering deployment of staff from other counties.
- Considering the use of volunteers, foster and adoptive parents to help with disaster recovery work.
- Local Court Appointed Special Advocates (CASA's) and Citizen Review Board (CRB) members may be willing to provide assistance during a disaster.

4. Locations of operations

District and local offices, with the support of the central office, are responsible for determining their operational status during an emergency. Office sites may be compromised by structural damage, power outages or lack of available staff. Identifying alternate sites and staff deployment is a function of the OCWP Emergency Management Team in coordination with district and local offices.

In looking for alternate site locations it is important to consider the size of the facility, its location (will it be accessible in an emergency), and its capacity for service delivery (phone lines, room availability, kitchen and bathroom capacities). Also consider where staff might be deployed if communication systems and transportation systems are shut down (such as hospitals, shelters, schools) and how communication with deployed staff will be maintained.

5. Disaster supply kits

Managers and key personnel will have access to essential items necessary to continue operations in a “deployed mode.” These items should include:

- Laptop computer with extra batteries
- 1 gigabyte USB thumb drive (with important documents loaded before a disaster)
- Staff contact information including district and central office management staff
- Cell phones, satellite phones, radios/walkie-talkies, wireless handheld devices
- Battery operated radios with extra batteries
- Disaster plans
- Maps, driving directions to alternate facilities
- Flashlight, lanterns, with extra batteries
- First aid kit
- Pocket knife or multi-tool
- Car chargers for laptop and cell phone
- Access to agency vehicles with full gas tanks

The location of these disaster supply kits should be well known to staff likely to fill leadership roles in the event of an emergency. Staff should also be encouraged to have their own “personal disaster kits” around the office that could include:

- Flashlight/lantern and/or glow sticks
- Maps/directions for evacuation routes
- Extra car keys
- First aid kit
- Extra water and blanket in their vehicle

6. Flow of funds

DHS offices use direct deposits, vouchers, checks and electronic fund transfer technology to facilitate the majority of financial operations. All financial applications require strict adherence to established accounting policies and practices. During an emergency operation, strict adherence to accounting rules and guidelines will be maintained to account for all distributions of funds, track donations, and account for all transactions.

7. Training and updating plans

The information gathered from state and local exercises and actual critical incidents will be used to develop and update the OCWP Emergency Preparedness and Management Plan. Additionally plans will be updated based on the recommendations and requirements of new state and federal mandates.

Contracted providers and essential partners will develop their own training models and activities to meet the needs of their independent organizations. Foster parents, group and residential care providers will be given information regarding emergency preparedness and agency contact requirements as part of their initial certification and two year recertification process.

DHS district and local offices will develop and maintain communication with their local emergency managers. These activities will facilitate effective communication and service delivery between parties and provide valuable information for the improvement and updating of plans.

8. Coordinate with essential partners

The effective coordination with essential community partners is dependant on developing strong ties with team members during normal operations and then being able to effectively maintain those ties during an emergency or disaster. CAF's essential community partners include foster parents, school staff, law enforcement agencies, counselors, child abuse assessment centers, courts, CASA, the CRB, emergency managers, and representatives of various state and federal agencies with whom clients may be involved.

a. Work with emergency management agencies

District and local office managers will be required to have current contact information for their County Emergency Managers as part of their district and local office plans. The District Manager or designee will establish an ongoing relationship with local emergency managers in their district for the purpose of:

- Ensuring that local emergency managers have current contact information for the District Manager or their designee.
- Keeping up to date on how child welfare staff may support local operations during an emergency event (i.e., assisting in shelters, etc.).
- Providing information on the local office and district plans.
- Determining where emergency services are located during a disaster and whether child welfare can provide services in these locations.
- Advocating for the needs of child welfare clients, staff and volunteers in the disaster response plan (e.g., medically fragile children who need equipment or evacuation).
- Advocating for child welfare participation in emergency response drills.

b. Coordinate services with tribes

The OCWP Emergency Management Team will coordinate services with the Tribal Affairs Director at the state level. District Managers will coordinate directly with local Indian tribes in their jurisdiction to ensure effective resource application and service delivery.

c. Coordinate with the court

Each district or local office will exchange information regarding disaster planning with county courts to coordinate services and exchange essential information to the court for locating and confirming the safety of all children under state care and supervision.

d. Establish a liaison with federal partners

The DHS Director will appoint a manager to contact Region X and other appropriate federal agencies for information and support during and after the emergency operation. This will allow communication about federal requirements and possible waivers, and information sharing on what is happening on the state and federal level related to the disaster.

e. Identify potential volunteers and their tasks

DHS administration and the DHS Volunteer Program will help district and local offices identify community resources that may be able to assist them during and after a disaster. Once an organization has been identified the district or local office will be responsible for:

- Identifying what tasks the group can assist with and how they will be deployed during an emergency.
- Ensuring that criminal/background checks are completed, per policy and administrative rule requirements.
- Ensuring that the volunteers are adequately trained.
- Developing an appropriate supervision and communication plan for the volunteers.

9. Develop communication systems

During emergency operations some communication systems may be compromised or even unavailable. Effective and ongoing communication is essential and must be given high priority in planning. DHS administration provides the following tools and guidelines for district and local offices:

- *Toll-free number.* The emergency 24 hour toll-free number is **1-866-610-2581**. This number will be activated by the OCWP Director. All foster parents will be given this number at the time of their initial

certification or during their recertification. Foster parents, group, residential care providers and families with children under state supervision and custody will be directed to call this number in the event of a large scale disaster to report their location and the status of the children in their care. Individuals with disabilities will contact the toll-free number utilizing the Oregon Telecommunication Relay Service (OTRS).

- *Internal communication.* Each district and local office will be instructed to utilize an emergency communication network in the event of an emergency or disaster. This communication system will incorporate the use of staff contact lists and the use of cell phones, satellite phones, local radio stations, and public address systems.
- *Website.* The DHS website will be updated with critical information and links to community resources. Web information can also be expanded to include additional languages as needed. Web information will include local offices that are closed, the alternative site for a local office, road closures, contact information and community information regarding resources and services.
- *Prepare for media communication.* The Communications Director will contact pre-identified media outlets to distribute critical information. Distributed information will include toll-free numbers for clients, foster parents, group, residential care providers and staff and identifying a website where additional information and alternate service locations can be found.
- *Communication technology.* Critical DHS management staff will have access to phone and communication equipment that will enhance their ability to communicate with key personnel and emergency operation managers. They will receive training and information on the use of these tools as they receive them. These tools may include satellite phones, cell phones, laptops, wireless handheld devices, radio/walkie-talkies and GPS devices.

Each DHS administrative, district and local office must have its own communication plan to include:

- Identifying what lines are available for outgoing calls (while power outages may effect certain phone systems, land lines will often still work with a standard hard wired phone).

- Identifying the equipment or methods they will use to maintain effective communications. This may include the use of satellite phones, cell phones, laptops, instant messaging, e-mails, pagers, cordless hand held devices, media, public address systems, intercom systems, runners and posting messages.
- Identifying communication resources with local emergency managers. (Radio frequency use, HAM radio operators).
- Drafting call scripts to facilitate the collection and distribution of specific information. Tailor such scripts for specific functions (such as contacting foster parents, staff, community partners and clients designated emergency contacts).
- Considering how to make information culturally appropriate.
- Considering how to make information accessible for clients with disabilities.

10. Strengthen information systems

DHS maintains multiple statewide automated information systems that contain essential information on children, providers, families and staff. These information systems are accessible from multiple outlets throughout the state, are updated and backed up daily, and copies of the back-up are maintained at different locations, including a location outside the state. DHS is in the process of developing a SACWIS compliant information system that will make critical information more accessible during an emergency response while protecting confidential information. In order to strengthen these vital information systems, DHS/CAF administrative services will:

- *Build on existing plans.* Business continuity plans mandate a regular schedule for maintaining, testing and backing-up state automated systems. These plans are based on best practice recommendations of information systems maintenance standards. Systems are updated with critical information on a daily basis.
- *Store critical information in statewide automated systems.* Critical information includes names, addresses, and phone numbers of providers and families caring for the children in state care and custody. The databases contain medical, educational and legal information specific to each child as well as employee, payroll and human resource information for all staff. Disaster recovery

- information, including command structure, essential service guidelines, and communication plans will be maintained in a database.
- *Provide access to automated systems.* Multiple database systems are accessible statewide. Crucial forms and guidelines for their use are available through a database. Plans are in place for reverting to paper systems for specific services as needed.
 - *Protect vital records (e.g., off-site back-up, protect computers).* Vital records are backed up daily and stored at separate locations. Computer systems are protected by regular maintenance of both hardware security components and software design and technology. Computer security and antivirus software are updated regularly and staff are given daily updates (as needed) from the Office of Information Services for computer system security and protection.
 - *Protect equipment.* Database services and other computer equipment are maintained to industry standards.
 - *Access paper records.* Critical paper records, files and documents that cannot be converted to electronic files, must be accessible and protected from environmental hazards, and inappropriate disclosure of confidential information.
 - *Coordinate with other essential partners.* DHS administration will require residential and group care facilities to provide central office with essential emergency plan information and updates.

11. Prepare staff and contractors

DHS must be able to continue the essential services of child protective services and foster care immediately following a disaster. In order to effectively do this it is critical to prepare staff and essential partners and group and residential care providers for emergency operations. This preparation will be done in multiple formats.

Training: DHS child welfare staff will be trained on their responsibilities during an emergency operation.

Personal disaster preparation. All staff will be given personal and family preparedness information and encouraged to develop an emergency plan for themselves and their families.

Office preparedness. Office safety committees will conduct regular drills, post exit routes, and determine what support might be needed to support the safety and security of staff and clients who may be in the office during an emergency event.

Establish support services for staff. DHS contracts with an Employee Assistance Program to provide a variety of counseling and assistance programs to staff and their families. Additionally staff have access to counseling and health service providers through their private insurance if they wish to access it.

Expectations and support for contracted group and residential care providers. Contracts will specify that contractors develop, implement and update disaster plans and provide these plans to DHS central office staff.

12. Prepare families, providers and youth

DHS will provide foster families, group and residential care providers, and youth receiving ILP transition services with information on how to prepare for an emergency and will maintain essential emergency contact information on foster families, group and residential care providers. This information will be gathered during the initial certification and two year re-certification of foster parents and during contract reviews with group and residential care providers. Items include:

- Where the family, provider or youth would go in an evacuation (identifying 2 possible locations—one nearby and one out of the area).
- Essential phone numbers and other contact information for them.
- The contact information for two people who will know where they are (e.g., out of area relative, friend).
- The essential equipment, supplies and documents they need to have with them if they evacuate, including medication and medical equipment.
- The OCWP toll-free emergency contact number that they are to call within 24 hours of the emergency.

Foster parents, group and residential care providers and youth will be instructed to contact DHS within 48 hours of an emergency event (if possible).

B. Response Activities

DHS administration will implement emergency protocols to ensure the continuity of services and provide for the physical support and relief of clients, staff, foster families and providers effected by an emergency event.

1. Manage

The DHS Director initiates the OCWP Emergency Preparedness and Response Plan by activating the OCWP Emergency Management Team. The DHS Director will make specific assignments to various team members to ensure essential operations are maintained and that critical activities are completed, including:

- Assigning a liaison with the State Emergency Coordination Center, who can deploy to the center (if possible) and maintain links with broader emergency management efforts.
- Ensuring media notifications for staff, clients, providers and family members are being provided.
- Coordinating support operations with existing resources
- Establishing communication channels with managers from district and affected local offices.

The OCWP Emergency Management Team, DHS administration and district management will meet regularly during the emergency to review service needs to determine the status and needs of districts and local offices.

a. Workload management

If necessary, operations will be established in near proximity to the emergency area (allowing for safety of staff and providers) to facilitate the needs of effected populations. Some support operations (such as making phone contacts) may be assigned to non-effected areas to facilitate effective use of available staff in critical areas. Workload management considerations will include:

- Assessing the availability of child welfare staff, including those affected by the disaster and their locations. A database will be maintained to account for all staff and their status.
- Identifying locations for essential operations.
- Identifying non-essential activities that can be suspended to deploy available staff to critical functions.
- Identifying special waivers that might go into effect during a crisis and communicate those to all parties needing the information.
- Ensuring staff have appropriate training and supervision to carry out critical functions (including those answering calls coming in to the toll-free phone number).
- Rotating local and non-local staff and volunteers as appropriate, to maintain an effective work force.

b. Assess and respond to clients' needs

Client needs will be prioritized in conjunction with available staffing and resources. Priority will be given to maintaining the critical functions of child protective services and foster care including:

- Coordinating with other systems that have child and family location information, if needed.
- Locating and verifying the well being of children in the custody of DHS who are placed in out of home care and those children placed with their parents or guardians.
- Maintaining a record to track foster parents, youth and clients who have called in and those who are in unknown circumstances.
- Implementing procedures to authorize, initiate and accomplish evacuation procedures if appropriate.
- Providing additional programs/services to children, youth and families affected by the disaster including trauma services for children, youth and families, assistance for medically fragile children and their caregivers, and more time for service visits.
- Identifying children in the community separated from their families, and providing services to them.
- Relocating services to alternate locations as required by the scale of the disaster.
- Locating Disaster Assistance Centers close to where families and children are and other service providers

- Assuring that services are culturally competent and available in the primary language of the client.

c. Support Staff

Staff support will emphasize safety and effective management of resources. All employees must obey all legal authorities regarding traveling and traffic movement during an emergency incident. District Managers should confirm with local emergency operation centers that conditions are safe for staff to return to work or for staff volunteers and foster parents to engage in any critical operations. After assuring their family's safety, staff will notify management of their work availability. Other staff support will include:

- Allowing staff scheduling flexibility
- Facilitating emergency assistance to staff stranded in the work place during an emergency event.
- Establishing a break area for staff at disaster service centers.

d. Managing volunteers

Available volunteers will be managed and assigned locally and the registration and management of the volunteers will comply with existing Volunteer Program requirements.

2. Communicate

DHS administration recognizes the importance of establishing and maintaining effective communication lines during all phases of an emergency operation. DHS administrative offices will assist District and local offices by:

- Ensuring that the state-wide toll-free number is activated as soon as possible.
- Posting critical information on the DHS website and keeping it updated.
- Implementing the media plan.
- Reviewing communication technology. Establish alternate communication networks to cover for those communication systems that are inoperative or unavailable.

3. Assess information systems

DHS administration will ensure the availability of statewide database information to district and local offices, emergency operations centers and key service partners to facilitate locating, identifying and serving the children and families affected by an emergency event. A record will be kept verifying the status of children, families and foster families as they are located.

During an emergency operation access to databases will be carefully monitored to ensure availability for critical services as well as the protection of confidential information. Off-site locations with backups of critical information systems will be contacted to ensure timely accessibility to back up systems if needed.

C. Recovery Activities

DHS administration will continue emergency support services while the event continues to impact the effected area and until normal support services are back in place and while coordination with local, state and federal jurisdictions are still necessary.

1. Manage

The OCWP Emergency Management Team will monitor office's service delivery during and after the disaster event. The information gathered will assist in identifying gaps, barriers, as well as best practices. Items to consider include:

- Assessing the need for new or modified services as a result of the disaster.
- Developing and providing additional programs and services to respond to the needs of staff, providers, children and families affected by the event.
- Providing services to children, youth and families arriving from other states. Making placement homes available to children coming from another site affected by a disaster.
- Continuing to provide services to unaccompanied children and work to reunite them with families.

- Ensuring service delivery is culturally specific and competent (e.g., audio messages, telephone hotlines and fliers should use local languages; use bilingual staff when necessary).
- Developing a list of frequently asked questions to help staff answering toll-free numbers to respond to common questions.
- Working with federal partners to explore which federal requirements are still in place and if there are any waivers that might reduce the demands on state staff focused on disaster recovery.
- Establishing a system for communicating with staff the extent and impact of the disaster and the status of agency offices and services. Establishing a consistent source for internal communication will cut down on conflicting messages.
- Continuing support services to help staff deal with the trauma and stress of child welfare work and disaster work.

2. After action review and analysis:

DHS and CAF administration team will:

- Hold debriefing sessions with managers, staff, stakeholders and partner agencies.
- Explore/identify strengths and challenges.
- Update plans based on debriefing sessions.
- Communicate revisions to the plan to staff, community partners, providers and foster families.
- Updating training.
- Recognizing staff efforts through awards, citations, and/or press coverage.

During the debriefing sessions the following critical areas will be reviewed:

- Collaboration with partners
- Effectiveness of contracted services providers
- Service delivery
- Communication networks/plans
- Communication systems/equipment
- Information systems
- Management of staff

III. ATTACHMENTS

- A. CAF Central Office and District Manager Contact Information
- B. Directory of Local Emergency Managers
- C. District Emergency Planning Guide
- D. Emergency Preparedness Information for Certified Families

ⁱ I:/CAF Child Welfare Emergency Response/Emergency Preparedness Plan 2014.doc

LOCAL EMERGENCY MANAGERS

REVISED: Feb. 11, 2014

BAKER

Baker County Emergency Management
Baker County Courthouse
1995 3rd Street
Baker City, OR 97814

Jason Yencopal, Emerg. Program Manager
Office Phone: (541) 523-9669
Cell: (541) 519-0599
Office Fax: (541) 523-8201
E-mail: jyencopal@bakercounty.org

BENTON

Benton County Emergency Management
180 NW 5th St
Corvallis, OR 97330

Clay Stephens, Emergency Program Manager
Office Phone: (541) 766-6365
Office Fax: (541) 766-6367
E-mail: clay.j.stephens@co.benton.or.us

Lacey Duncan, Emergency Services Program Asst.
Office Phone (541) 766-6112
Office Fax (541) 766-6367
E-mail: lacey.duncan@co.benton.or.us

Erik Rau, Emergency Services Planner
Office Phone: (541) 766-6114
Office Fax: (541) 766-6367
E-mail: erik.rau@co.benton.or.us

Scott Jackson (Sheriff), Director
Office Phone: (541) 766-6858
Office Fax: (541) 766-6367
E-mail: scott.jackson@co.benton.or.us

CLACKAMAS

Clackamas County Dept. of Emergency Management
2200 Kaen Rd.
Oregon City, OR 97045

Nancy Bush, Director
Office Phone: (503) 655-8665
Office Fax: (503) 655-8531
E-mail: nbush@co.clackamas.or.us

Sarah Stegmuller Eckman, Admin. Services Mgr.
Office Phone: (503) 650-3381
Office Fax: (503) 655-8531
E-mail: sarahste@co.clackamas.or.us

Nora Yotsov, Strategic Program Coordinator
Office Phone: (503) 650-3386
Office Fax: (503) 655-8531
E-mail: norayot@co.clackamas.or.us

Terri Poet, Exercise and Planning Manager
Office Phone: (503) 655-8838
Office Fax: (503) 655-8531
E-mail: terripoe@co.clackamas.or.us

Jay Wilson, Hazard Mitigation Coordinator
Office Phone: (503) 723-4848
Office Fax: (503) 655-8531
E-mail: jaywilson@co.clackamas.or.us

CLATSOP

Clatsop County Emergency Management
800 Exchange St., Suite 400
Astoria, OR 97103

Tiffany Brown, Emergency Manager
Office Phone: (503) 338-3774
Office Fax: (503) 338-3605
E-mail: tbrown@co.clatsop.or.us

Dean Perez, Emergency Management Director
Office Phone: (503) 338-3624
Office Fax: (503) 325-8325
E-mail: dperez@co.clatsop.or.us

Tom Manning, Emergency Services Coordinator
Office Phone: (503) 325-8645
Office Fax: (503) 338-3605
E-mail: tmanning@co.clatsop.or.us

COLUMBIA

Columbia County Emergency Management
230 Strand St.
(EOC 58595 McNulty Way)
St. Helens, OR 97051

Renate Garrison, Emergency Mgmt. Director
Office Phone: (503) 366-3934
Office Fax: (503) 366-4904
E-mail: renate.garrison@co.columbia.or.us

Vincent Aarts, Emerg. Mgmt. Coord.
Office Phone: (503) 366-3933
Office Fax: (503) 366-4904
E-mail: vincent.aarts@co.columbia.or.us

COOS

Coos County Emergency Management
 Courthouse – 250 N. Baxter
 Coquille, OR 97423-1897

Mike Murphy, Program Manager
 Office Phone: (541) 396-7790
 Cell: (541) 404-5385
 Office Fax: (541) 396-1014
 E-mail: mmurphy@co.coos.or.us

Glenda Hales, Project Coordinator
 Office Phone: (541) 396-7791
 E-mail: ghales@co.coos.or.us

Craig Zanni, Sheriff, Director
 Office Phone: (541) 396-7800
 Office Fax: (541) 396-5932
 E-mail: craigzanni@co.coos.or.us

CROOK

Crook County Emergency Management
 308 NE 2nd Street
 Prineville, OR 97754

Michael Ryan, Emergency Manager
 Office Phone: (541) 447-6398
 Direct Phone: (541) 416-3969
 Cell Phone: (541) 921-7448
 Office Fax: (541) 416-0353
 E-mail: michael.ryan@co.crook.or.us

Vacant, Office Deputy/Asst. Coordinator
 Office Phone: (541) 447-6398
 Office Fax: (541) 416-0353
 E-mail:

Jim Hensley (Sheriff), Director
 Direct Phone: (541) 416-3863
 Office Fax: (541) 416-0353
 E-mail: jim.hensley@co.crook.or.us

CURRY

Curry County Emergency Services
 94235 Moore Street, Suite 311 (mailing)
 29808 Colvin Street (physical)
 Gold Beach, OR 97444

Don Kendall, Emergency Svcs. Coordinator
 Office Phone: (541) 247-3208
 Office Fax: (541) 247-6893
 Office Cell: (541) 254-0731
 E-mail: kendalld@co.curry.or.us

Sheriff John Bishop, Director
 Office Phone: 541-247-3242
 Office Fax: 541-247-6893
 E-mail: bishopj@co.curry.or.us

DESCHUTES

Deschutes County Sheriff's Office
 63333 W Hwy 20
 Bend, OR 97701

Sgt. Nathan Garibay, Emergency Svcs. Manager
 Office Phone: (541) 617-3303
 Office Cell: (541) 410-3661
 Office Fax: (541) 617-3304
 E-mail: nathan.garibay@deschutes.org

Lt. Scott Shelton
 Office Phone: (541) 388-6502
 Office Cell: (541) 408-2356
 E-mail: scotts@deschutes.org

Sheriff Larry Blanton, Director
 Office Phone: (541) 388-6655
 Office Fax: (541) 389-4454
 E-mail: trischc@deschutes.org

DOUGLAS

Douglas County Emergency Management
 1036 SE Douglas Ave.
 Roseburg, OR 97470

Wayne A. Stinson, Emergency Manager
 Office Phone: (541) 440-4448
 Office Fax: (541) 440-4470
 E-mail: wastinso@co.douglas.or.us

John Hanlin (Sheriff), Director
 Office Phone: (541) 440-4455
 Office Fax: (541) 440-4470
 E-mail: jwhanlin@co.douglas.or.us

Program Assistant Vacant

GILLIAM

Gilliam County Emergency Services
 221 S. Oregon Street/Mail to: PO Box 685
 Condon, OR 97823

Christina Fitzsimmons, Coordinator
 Office Phone: (541) 384-2851
 Office Fax: (541) 384-2878
 E-mail: chris.fitz@co.gilliam.or.us

Sheriff Gary Bettencourt, Director
 Office Phone: (541) 384-2851
 Office Fax: (541) 384-2878
 E-mail: sheriff@co.gilliam.or.us

GRANT

Grant County
 201 S. Humbolt
 Canyon City, OR 97820

Vacant, Coordinator
 Judge Scott Myers, Contact
 Office Phone: (541) 575-0059
 Office Fax: (541) 575-0065
 E-mail: myerssw@grantcounty-or.gov

HARNEY

Harney County Emergency Services
 450 N. Court Street
 Burns, OR 97720

Tom Sharp, EM Coordinator
 Cell (24x7): (541) 589-2423
 E-mail: tom.sharp@co.harney.or.us

Judge Steve Grasty
 Office Phone: (541) 573-6356
 E-mail: steve.grasty@co.harney.or.us

David Glerup (Sheriff), Director
 Office Phone: (541) 573-6156
 Cell: (541) 589-0288
 Office Fax: (541) 573-8383
 E-mail: dave.glerup@co.harney.or.us

HOOD RIVER

Hood River County Emergency Management
 601 State Street
 Hood River, OR 97031

Karl Tesch, Director
 Office Phone: (541) 386-1213
 Office Fax: (541) 386-3141
 Cell Phone: (541) 399-2005
 E-mail: karl.tesch@co.hood-river.or.us

JACKSON

Jackson County Sheriff's Office
 5179 Crater Lake Hwy.
 Central Point, OR 97502

Sara Rubrecht, Interim Emergency Manager
 Office Phone: (541) 774-6790
 Cell: (541) 218-7140
 Office Fax: (541) 774-6774
 E-mail: rubrecsn@jacksoncounty.org

JEFFERSON

Jefferson County Emergency Services
 Jefferson County Sheriff's Office
 675 NW Cherry Ln.
 Madras, OR 97741

Jim Epley, Emerg. Mgmt. Coordinator
 Office Phone: (541) 475-6520 x4345
 Office Fax: (541) 475-3847
 E-mail: jim.epley@co.jefferson.or.us

Jim Adkins (Sheriff), Director
 Office Phone: (541) 475-6520 x4310
 Office Fax: (541) 475-3847
 E-mail: jim.adkins@co.jefferson.or.us

JOSEPHINE

Josephine County Emergency Services
 500 NW 6th, Dept. 6
 Grants Pass, OR 97526

Jessica Schwarz, Emergency Manager
 Cell Phone: (541) 295-7831
 Office: (541) 474-5300
 Office Fax: (541) 474-5105
 E-mail: jschwarz@co.josephine.or.us

KLAMATH

Klamath County Emergency Management Agency
 305 Main St. (Mailing)
 5170 Summers Lane (Physical)
 Klamath Falls, OR 97601

George Buckingham, Emergency Manager
 Office Phone: (541) 851-3741
 Office Cell: (541) 891-2960
 E-mail: gbuckingham@co.klamath.or.us

LAKE

Lake County Emergency Services
 513 Center Street
 Lakeview, OR 97630

Daniel J. Tague, Coordinator
 E-mail: djtague@co.lake.or.us

Phil McDonald (Sheriff), Director
 Office Phone: (541) 947-6027
 Office Fax: (541) 947-6029
 E-mail: pamcdonald@co.lake.or.us

LANE

Lane County Emergency Management
 125 E. 8th Ave
 Eugene, OR 97401

Linda L. Cook, Emergency Manager
 Office Phone: (541) 682-6744
 Office Cell: (541) 914-0267
 Office Fax: (541) 682-3309
 E-mail: linda.cook@co.lane.or.us

Thomas Turner (Sheriff), Director
 Office Phone: (541) 682-4434
 Office Fax: (541) 682-4522
 E-mail: sheriffs.office@co.lane.or.us

LANE - EUGENE

City of Eugene
 940 Willamette Street, Suite 200
 Eugene, OR 97401

Jason York, Emergency Manager
 Office Phone: (541) 682-5664
 Office Fax: (541) 682-5211
 Cell: (253) 720-7576
 E-mail: jason.r.york@ci.eugene.or.us

LANE-SPRINGFIELD

City of Springfield
 225 Fifth St.
 Springfield, OR 97477

Kenneth Vogeney, City Engineer/Emerg. Manager
 Office Phone: (541) 736-1026
 Cell Phone: (541) 729-7667
 E-mail: kvogeney@springfield-or.gov

LINCOLN

Lincoln County Emergency Management
 225 West Olive St.
 Newport, OR 97365

Lt. Curtis Landers, Director
 Office Phone: (541) 265-0651
 Office Fax: (541) 265-4926
 E-mail: clanders@co.lincoln.or.us

Jenny Demaris, Emergency Manager
 Office Phone: (541) 265-4199
 Office Cell: (541) 270-0702
 Office Fax: (541) 265-4197
 E-mail: vdemaris@co.lincoln.or.us

LINN

Linn County Emergency Management
 1115 Jackson St SE
 Albany, OR 97322

Joe Larsen, Coordinator
 Office Phone: (541) 812-2272
 Cell Phone: (541) 619-8992
 Office Fax: (541) 967-8169
 E-mail: jlarsen@linnsheiff.org

Bruce Riley (Sheriff), Program Manager
 Office Phone: (541) 967-3950
 Office Fax: (541) 967-8169
 E-mail: briley@linnsheiff.org

MALHEUR

Malheur County Emergency Services
 151 B Street West
 Vale, OR 97918
 Web Page: malheurco.org

Lt. Rob Hunsucker, Emer. Svcs. Commander
 Office Phone: (541) 473-5120
 Office Fax: (541) 473-5504
 Dispatch: (541) 473-5125
 E-mail: rhunsucker@malheurco.org

Brian E. Wolfe, (Sheriff) Director
 Office Phone: (541) 473-5126
 Office Fax: (541) 473-5504
 Dispatch: (541) 473-5125
 E-mail: bwolfe@malheurco.org

MARION

Marion County Emergency Management
 5155 Silverton Road NE
 Salem, OR 97305

John Vanderzanden, Emergency/Safety Manager
 Office Phone: (503) 365-3133
 Office Fax: (503) 589-0943
 Cell Phone: (503) 991-6926
 E-mail: jvanderzanden@co.marion.or.us

Krista Rowland, Program Coordinator
 Office Phone: (503) 588-5108
 Cell Phone: 503-932-3947
 E-mail: krowland@co.marion.or.us

Alan Haley, Interim Director
 Office Phone: (503) 588-7943
 Office Fax: (503) 589-0943
 E-mail: ahaley@co.marion.or.us

Erik Anderson, Community Coordinator
 Office Phone: (503) 365-3186
 Office Cell: (503) 798-5490
 Office Fax: (503) 589-0943
 E-mail: eanderson@co.marion.or.us

MARION – SALEM

Salem Emergency Management
 595 Cottage St. NE
 Salem, OR 97301

Roger Stevenson, Emergency Manager
 Office Phone: (503) 763-3331
 Office Fax: (503) 585-8914
 E-mail: rstevenson@cityofsalem.net

MORROW

Morrow County Emergency Management
 P O Box 159 (Mail)
 325 Willow View Drive (Shipping)
 Heppner, OR 97836

Steve Myren, Undersheriff/EM
 Office Phone: (541) 676-2502
 Cell Phone: (541) 314-5202
 Office Fax: (541) 676-5577
 Dispatch Center (541) 676-5317
 E-mail: mcundrshrf@co.morrow.or.us

MULTNOMAH**Multnomah County Emergency Management**

501 SE Hawthorne Blvd., Suite 400
 Portland, OR 97214
 Office Phone: (503) 988-6700
 Office Fax (503) 988-6095
 24/7 Duty Officer: (503) 988-6700 Press "1"
 Duty Officer (if # above fails) (503) 202-0316
 Website: www.multco.us/em

Joe Rizzi, Director

Office Phone: (503) 988-4649
 Cell Phone: (503) 502-0199
 E-mail: joe.rizzi@multco.us

CITY OF GRESHAM**Gresham Emergency Management**

1333 NW Eastman Parkway
 Gresham, OR 97030

Todd Felix, Emergency Management Coordinator

Office Phone: (503) 618-2432
 Office Fax: (503) 618-2198
 E-mail: todd.felix@greshamoregon.gov

CITY OF PORTLAND**Portland Bureau of Emergency Management**

9911 SE Bush St.
 Portland, OR 97266
 Office Phone (503) 823-4375
 Office Fax: (503) 823-3903
 24/7 Duty Officer (503) 823-2686
 24/7 Back Up Duty Officer (503) 823-2317

Carmen Merlo, Director

Office Phone: (503) 823-2691
 E-mail: carmen.merlo@portlandoregon.gov

David Blitzer, Operations Manager

Office Phone: (503) 823-3739
 E-mail: david.blitzer@portlandoregon.gov

Jonna Papaefthimiou, Planning/Preparedness Mgr.

Office Phone: (503) 823-3809
 E-mail: jonna.papaefthimiou@portlandoregon.gov

Courtney Ochs, Exercise & Training Coordinator

Office Phone: (503) 823-3738
 E-mail: courtney.ochs@portlandoregon.gov

POLK**Polk County Emergency Management**

850 Main Street
 Dallas, OR 97338-3185

Dean Bender, Manager

Office Phone: (503) 831-3495
 Office Fax: (503) 831-5968
 Office Cell: (503) 932-6071
 E-mail: bender.dean@co.polk.or.us

Amanda Golden, EM Coordinator

Office Phone: (503) 623-9251
 Direct Line: (503) 831-1728
 Office Fax: (503) 623-2060
 E-mail: golden.amanda@co.polk.or.us

Robert Wolfe (Sheriff), Director

Office Phone: (503) 623-9251
 Office Fax: (503) 831-5968
 E-mail: wolfe.robert@co.polk.or.us

SHERMAN**Sherman County Emergency Services**

PO Box 139
 Moro, OR 97039

Shawn Payne, Director

Office Phone: (541) 565-3100
 Office Fax: (541) 565-3024
 E-mail: emergencyserv@embarqmail.com

TILLAMOOK**Tillamook County Emergency Management**

5995 Long Prairie Road
 Tillamook, OR 97141

Gordon McCraw, Director

Office Phone: (503) 842-3412
 Office Fax: (503) 815-3195
 E-mail: gmccraw@co.tillamook.or.us

UMATILLA**Umatilla County Emergency Management**

4700 NW Pioneer Place
 Pendleton, OR 97801
 Office Phone: (541) 966-3600
 Duty Phone: (541) 310-0583
 Co. Dispatch: (541) 966-3651

Jack Remillard, Emergency Manager

Office Phone: (541) 966-3706
 Office Fax: (541) 278-5496
 E-mail: jack.remillard@ucem.us

Jodi Florence, PIO, Admin. Assistant

Office Phone: (541) 966-3607
 Office Fax: (541) 278-5496
 E-mail: jodif@umatillacounty.net

UNION**Union County Emergency Management**

1106 K Ave.
 La Grande, OR 97850

JB Brock, Emergency Manager
 Office Phone: (541) 963-1009
 Office Fax: (541) 963-1079
 E-mail: jbrock@union-county.org

WALLOWA

Wallowa County Dept. Of Emergency Services
 101 S. River # 202
 Enterprise, OR 97828

Paul Karvoski, Emergency Program Manager
 Office Phone: (541) 426-4543 x165
 Office Fax: (541) 426-0582
 E-mail: wcdes@co.wallowa.or.us

Mike Hayward (Commissioner), Director
 Office Phone: (541) 426-4543 x20
 Office Fax: (541) 426-0582
 E-mail: mhayward@co.wallowa.or.us

WASCO

Wasco County Emergency Management
 511 Washington Street, Suite 102
 The Dalles, OR 97058

Rick Eiesland (Sheriff), Director
 Office Phone: (541) 506-2580
 Office Fax: (541) 506-2581
 E-mail: ricke@co.wasco.or.us

Kristy Beachamp, Program Manager
 Office Phone: (541) 506-2790
 Office Fax: (541) 506-2791
 24 Hour #: (541) 296-5454
 E-mail: kristyt@co.wasco.or.us

WASHINGTON

Emergency Management Cooperative
 1400 SW Walnut Street, Suite 241
 Hillsboro, OR 97123

Scott Porter, Director
 Office Phone: (503) 846-7581
 E-mail: scott_porter@co.washington.or.us

Steve Muir, Supervisor
 Office Phone: (503) 846-7582
 E-mail: steven_muir@co.washington.or.us

Sue Patterson, Coordinator
 Office Phone: (503) 846-7588
 E-mail: sue_patterson@co.washington.or.us

Chris Walsh, Coordinator/Land Use and Transp.
 Office Phone: (503) 846-7586
 Office Cell: (503) 893-4953
 E-mail: Christopher_walsh@co.washington.or.us

Doug Hormann, Planner/Coordinator
 Office Phone: (503) 846-7584
 E-mail: douglas_hormann@co.washington.or.us

David Gassaway, UASI Coordinator
 Office Phone: (503) 846-7583
 E-mail: david_gassaway@co.washington.or.us

CITY OF BEAVERTON

Emergency Management Cooperative
 20665 SW Blanton Street
 Aloha, OR 97007

Michael Mumaw, Emergency Manager
 Office Phone: (503) 259-1183
 E-mail: michael.mumaw@tvfr.com

Beaverton CERT Program
 P.O. Box 4755
 Beaverton, OR 97076-4755

Ted Morris, CERT Program Coordinator
 Office Phone: (503) 350-4085
 Office Fax: (503) 526-2479
 E-mail: tmorris@beavertonoregon.gov

WHEELER

Wheeler County Emergency Services
 P O Box 345
 Fossil, OR 97830

Terry Ignowski, EM Coordinator
 Office Phone: (541) 763-2380
 E-mail: tignowski@co.wheeler.or.us

Sheriff Chris Humphreys, Director
 Office Phone: (541) 763-4101
 Office Fax: (541) 763-2026
 E-mail: cghumphreys@co.wheeler.or.us

YAMHILL

Yamhill County Emergency Services
 414 NE Evans St.
 Mailing: 535 NE 5th St.
 McMinnville, OR 97128

Sue Lamb, Director
 Office Phone: (503) 434-7340
 Office Cell: (971) 241-1433
 Office Fax: (503) 474-4909
 E-mail: lamb@co.yamhill.or.us

Ken Nygren, Assistant Emergency Mgr.
 Office Phone: (503) 434-7343
 Office Cell: (503) 437-5884
 Email: nygren@co.yamhill.or.us

OREGON TRIBES**Burns Paiute Reservation**

100 Pasigo Street
Burns, OR 97720

Kenton Dick, Fire Chief/EM Coordinator

Office Phone: (541) 573-5562
Office Fax: (541) 573-2323
E-mail: kenton.dick@burnspaiute-nsn.gov

Mark Creighton, Tribal Police Chief

Office Phone: (541) 573-2793
Office Fax: (541) 573-3854
E-mail: mark.creighton@burnspaiute-nsn.gov

Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians

1245 Fulton Ave.
Coos Bay, OR 97420

Howard Crombie, Director

Office Phone: (541) 888-7511
E-mail: hcrombie@ctclusi.org

Coquille Indian Tribe

3050 Tremont St
North Bend, OR 97459
Email: larryscarborough@coquilletribe.org

Todd Tripp, Emergency Mgmt. Coord.

Office Phone: (541) 756-0904
Office Fax: (541) 756-0847
Email: toddtripp@coquilletribe.org

Scott Lafevre, Chief of Police

2602 Mexeye Loop
Coos Bay, OR 97420
Office Phone: (541) 888-0189
Office Fax: (541) 888-2239
Email: cipolice@coquilletribe.org

Confederated Tribes of Grand Ronde

9615 Grand Ronde Road
Grand Ronde, OR 97347-9712

John Mercier

Office Phone: (503) 879-2400
E-mail: john.mercier@grandronde.org

Klamath Tribes

501 Chiloquin Blvd.
PO Box 436
Chiloquin, OR 97624

Kathleen Mitchell, General Manager

Office Phone: (541) 783-2218 x183
E-mail: kathleen.mitchell@klamathtribes.com

Confederated Tribes of Siletz Indians

PO Box 549
Siletz, OR 97380

Dean Sawyer, Emergency Mgmt. Planner

Office Phone: (541) 444-8298
E-mail: deans@ctsi.nsn.us

Cow Creek Band of Umpqua Tribe of Indians

2371 NE Stephens St. Suite 100
Roseburg, OR 97470

Jhana McCullum

Office Phone: (541) 677-5524
Office Fax: (541) 677-5527
Email: jmccullum@cowcreek.com

Confederated Tribes Of The Umatilla Indian Reservation

46411 Ti'Mine Way
Pendleton, OR 97801

Ray Denny, Public Safety Director/EM

Office Phone: (541) 429-7606
Office Fax: (541) 429-7606
E-mail: raydenny@ctuir.org

Warm Springs Indian Reservation

PO Box "C"
Warm Springs, OR 97761

Daniel Martinez, Tribal Safety Emerg. Mgr.

Office Phone: (541) 553-1634
Office Fax: (541) 553-3531
Chief Cell: (541) 419-8094
E-mail: danny.martinez@wstribes.org

LOCAL EMERGENCY MANAGERS

REVISED: Feb. 11, 2014

BAKER

Baker County Emergency Management
Baker County Courthouse
1995 3rd Street
Baker City, OR 97814

Jason Yencopal, Emerg. Program Manager
Office Phone: (541) 523-9669
Cell: (541) 519-0599
Office Fax: (541) 523-8201
E-mail: jyencopal@bakercounty.org

BENTON

Benton County Emergency Management
180 NW 5th St
Corvallis, OR 97330

Clay Stephens, Emergency Program Manager
Office Phone: (541) 766-6365
Office Fax: (541) 766-6367
E-mail: clay.j.stephens@co.benton.or.us

Lacey Duncan, Emergency Services Program Asst.
Office Phone (541) 766-6112
Office Fax (541) 766-6367
E-mail: lacey.duncan@co.benton.or.us

Erik Rau, Emergency Services Planner
Office Phone: (541) 766-6114
Office Fax: (541) 766-6367
E-mail: erik.rau@co.benton.or.us

Scott Jackson (Sheriff), Director
Office Phone: (541) 766-6858
Office Fax: (541) 766-6367
E-mail: scott.jackson@co.benton.or.us

CLACKAMAS

Clackamas County Dept. of Emergency Management
2200 Kaen Rd.
Oregon City, OR 97045

Nancy Bush, Director
Office Phone: (503) 655-8665
Office Fax: (503) 655-8531
E-mail: nbush@co.clackamas.or.us

Sarah Stegmuller Eckman, Admin. Services Mgr.
Office Phone: (503) 650-3381
Office Fax: (503) 655-8531
E-mail: sarahste@co.clackamas.or.us

Nora Yotsov, Strategic Program Coordinator
Office Phone: (503) 650-3386
Office Fax: (503) 655-8531
E-mail: norayot@co.clackamas.or.us

Terri Poet, Exercise and Planning Manager
Office Phone: (503) 655-8838
Office Fax: (503) 655-8531
E-mail: terripoe@co.clackamas.or.us

Jay Wilson, Hazard Mitigation Coordinator
Office Phone: (503) 723-4848
Office Fax: (503) 655-8531
E-mail: jaywilson@co.clackamas.or.us

CLATSOP

Clatsop County Emergency Management
800 Exchange St., Suite 400
Astoria, OR 97103

Tiffany Brown, Emergency Manager
Office Phone: (503) 338-3774
Office Fax: (503) 338-3605
E-mail: tbrown@co.clatsop.or.us

Dean Perez, Emergency Management Director
Office Phone: (503) 338-3624
Office Fax: (503) 325-8325
E-mail: dperez@co.clatsop.or.us

Tom Manning, Emergency Services Coordinator
Office Phone: (503) 325-8645
Office Fax: (503) 338-3605
E-mail: tmanning@co.clatsop.or.us

COLUMBIA

Columbia County Emergency Management
230 Strand St.
(EOC 58595 McNulty Way)
St. Helens, OR 97051

Renate Garrison, Emergency Mgmt. Director
Office Phone: (503) 366-3934
Office Fax: (503) 366-4904
E-mail: renate.garrison@co.columbia.or.us

Vincent Aarts, Emerg. Mgmt. Coord.
Office Phone: (503) 366-3933
Office Fax: (503) 366-4904
E-mail: vincent.aarts@co.columbia.or.us

COOS

Coos County Emergency Management
 Courthouse – 250 N. Baxter
 Coquille, OR 97423-1897

Mike Murphy, Program Manager
 Office Phone: (541) 396-7790
 Cell: (541) 404-5385
 Office Fax: (541) 396-1014
 E-mail: mmurphy@co.coos.or.us

Glenda Hales, Project Coordinator
 Office Phone: (541) 396-7791
 E-mail: ghales@co.coos.or.us

Craig Zanni, Sheriff, Director
 Office Phone: (541) 396-7800
 Office Fax: (541) 396-5932
 E-mail: craigzanni@co.coos.or.us

CROOK

Crook County Emergency Management
 308 NE 2nd Street
 Prineville, OR 97754

Michael Ryan, Emergency Manager
 Office Phone: (541) 447-6398
 Direct Phone: (541) 416-3969
 Cell Phone: (541) 921-7448
 Office Fax: (541) 416-0353
 E-mail: michael.ryan@co.crook.or.us

Vacant, Office Deputy/Asst. Coordinator
 Office Phone: (541) 447-6398
 Office Fax: (541) 416-0353
 E-mail:

Jim Hensley (Sheriff), Director
 Direct Phone: (541) 416-3863
 Office Fax: (541) 416-0353
 E-mail: jim.hensley@co.crook.or.us

CURRY

Curry County Emergency Services
 94235 Moore Street, Suite 311 (mailing)
 29808 Colvin Street (physical)
 Gold Beach, OR 97444

Don Kendall, Emergency Svcs. Coordinator
 Office Phone: (541) 247-3208
 Office Fax: (541) 247-6893
 Office Cell: (541) 254-0731
 E-mail: kendalld@co.curry.or.us

Sheriff John Bishop, Director
 Office Phone: 541-247-3242
 Office Fax: 541-247-6893
 E-mail: bishopj@co.curry.or.us

DESCHUTES

Deschutes County Sheriff's Office
 63333 W Hwy 20
 Bend, OR 97701

Sgt. Nathan Garibay, Emergency Svcs. Manager
 Office Phone: (541) 617-3303
 Office Cell: (541) 410-3661
 Office Fax: (541) 617-3304
 E-mail: nathan.garibay@deschutes.org

Lt. Scott Shelton
 Office Phone: (541) 388-6502
 Office Cell: (541) 408-2356
 E-mail: scotts@deschutes.org

Sheriff Larry Blanton, Director
 Office Phone: (541) 388-6655
 Office Fax: (541) 389-4454
 E-mail: trischc@deschutes.org

DOUGLAS

Douglas County Emergency Management
 1036 SE Douglas Ave.
 Roseburg, OR 97470

Wayne A. Stinson, Emergency Manager
 Office Phone: (541) 440-4448
 Office Fax: (541) 440-4470
 E-mail: wastinso@co.douglas.or.us

John Hanlin (Sheriff), Director
 Office Phone: (541) 440-4455
 Office Fax: (541) 440-4470
 E-mail: jwhanlin@co.douglas.or.us

Program Assistant Vacant

GILLIAM

Gilliam County Emergency Services
 221 S. Oregon Street/Mail to: PO Box 685
 Condon, OR 97823

Christina Fitzsimmons, Coordinator
 Office Phone: (541) 384-2851
 Office Fax: (541) 384-2878
 E-mail: chris.fitz@co.gilliam.or.us

Sheriff Gary Bettencourt, Director
 Office Phone: (541) 384-2851
 Office Fax: (541) 384-2878
 E-mail: sheriff@co.gilliam.or.us

GRANT

Grant County
 201 S. Humbolt
 Canyon City, OR 97820

Vacant, Coordinator
 Judge Scott Myers, Contact
 Office Phone: (541) 575-0059
 Office Fax: (541) 575-0065
 E-mail: myerssw@grantcounty-or.gov

HARNEY

Harney County Emergency Services
 450 N. Court Street
 Burns, OR 97720

Tom Sharp, EM Coordinator
 Cell (24x7): (541) 589-2423
 E-mail: tom.sharp@co.harney.or.us

Judge Steve Grasty
 Office Phone: (541) 573-6356
 E-mail: steve.grasty@co.harney.or.us

David Glerup (Sheriff), Director
 Office Phone: (541) 573-6156
 Cell: (541) 589-0288
 Office Fax: (541) 573-8383
 E-mail: dave.glerup@co.harney.or.us

HOOD RIVER

Hood River County Emergency Management
 601 State Street
 Hood River, OR 97031

Karl Tesch, Director
 Office Phone: (541) 386-1213
 Office Fax: (541) 386-3141
 Cell Phone: (541) 399-2005
 E-mail: karl.tesch@co.hood-river.or.us

JACKSON

Jackson County Sheriff's Office
 5179 Crater Lake Hwy.
 Central Point, OR 97502

Sara Rubrecht, Interim Emergency Manager
 Office Phone: (541) 774-6790
 Cell: (541) 218-7140
 Office Fax: (541) 774-6774
 E-mail: rubrecsn@jacksoncounty.org

JEFFERSON

Jefferson County Emergency Services
 Jefferson County Sheriff's Office
 675 NW Cherry Ln.
 Madras, OR 97741

Jim Epley, Emerg. Mgmt. Coordinator
 Office Phone: (541) 475-6520 x4345
 Office Fax: (541) 475-3847
 E-mail: jim.epley@co.jefferson.or.us

Jim Adkins (Sheriff), Director
 Office Phone: (541) 475-6520 x4310
 Office Fax: (541) 475-3847
 E-mail: jim.adkins@co.jefferson.or.us

JOSEPHINE

Josephine County Emergency Services
 500 NW 6th, Dept. 6
 Grants Pass, OR 97526

Jessica Schwarz, Emergency Manager
 Cell Phone: (541) 295-7831
 Office: (541) 474-5300
 Office Fax: (541) 474-5105
 E-mail: jschwarz@co.josephine.or.us

KLAMATH

Klamath County Emergency Management Agency
 305 Main St. (Mailing)
 5170 Summers Lane (Physical)
 Klamath Falls, OR 97601

George Buckingham, Emergency Manager
 Office Phone: (541) 851-3741
 Office Cell: (541) 891-2960
 E-mail: gbuckingham@co.klamath.or.us

LAKE

Lake County Emergency Services
 513 Center Street
 Lakeview, OR 97630

Daniel J. Tague, Coordinator
 E-mail: djtague@co.lake.or.us

Phil McDonald (Sheriff), Director
 Office Phone: (541) 947-6027
 Office Fax: (541) 947-6029
 E-mail: pamcdonald@co.lake.or.us

LANE

Lane County Emergency Management
 125 E. 8th Ave
 Eugene, OR 97401

Linda L. Cook, Emergency Manager
 Office Phone: (541) 682-6744
 Office Cell: (541) 914-0267
 Office Fax: (541) 682-3309
 E-mail: linda.cook@co.lane.or.us

Thomas Turner (Sheriff), Director
 Office Phone: (541) 682-4434
 Office Fax: (541) 682-4522
 E-mail: sheriffs.office@co.lane.or.us

LANE - EUGENE

City of Eugene
 940 Willamette Street, Suite 200
 Eugene, OR 97401

Jason York, Emergency Manager
 Office Phone: (541) 682-5664
 Office Fax: (541) 682-5211
 Cell: (253) 720-7576
 E-mail: jason.r.york@ci.eugene.or.us

LANE-SPRINGFIELD

City of Springfield
 225 Fifth St.
 Springfield, OR 97477

Kenneth Vogeney, City Engineer/Emerg. Manager
 Office Phone: (541) 736-1026
 Cell Phone: (541) 729-7667
 E-mail: kvogeney@springfield-or.gov

LINCOLN

Lincoln County Emergency Management
 225 West Olive St.
 Newport, OR 97365

Lt. Curtis Landers, Director
 Office Phone: (541) 265-0651
 Office Fax: (541) 265-4926
 E-mail: clanders@co.lincoln.or.us

Jenny Demaris, Emergency Manager
 Office Phone: (541) 265-4199
 Office Cell: (541) 270-0702
 Office Fax: (541) 265-4197
 E-mail: vdemaris@co.lincoln.or.us

LINN

Linn County Emergency Management
 1115 Jackson St SE
 Albany, OR 97322

Joe Larsen, Coordinator
 Office Phone: (541) 812-2272
 Cell Phone: (541) 619-8992
 Office Fax: (541) 967-8169
 E-mail: jlarsen@linnsheriff.org

Bruce Riley (Sheriff), Program Manager
 Office Phone: (541) 967-3950
 Office Fax: (541) 967-8169
 E-mail: briley@linnsheriff.org

MALHEUR

Malheur County Emergency Services
 151 B Street West
 Vale, OR 97918
 Web Page: malheurco.org

Lt. Rob Hunsucker, Emer. Svcs. Commander
 Office Phone: (541) 473-5120
 Office Fax: (541) 473-5504
 Dispatch: (541) 473-5125
 E-mail: rhunsucker@malheurco.org

Brian E. Wolfe, (Sheriff) Director
 Office Phone: (541) 473-5126
 Office Fax: (541) 473-5504
 Dispatch: (541) 473-5125
 E-mail: bwolfe@malheurco.org

MARION

Marion County Emergency Management
 5155 Silverton Road NE
 Salem, OR 97305

John Vanderzanden, Emergency/Safety Manager
 Office Phone: (503) 365-3133
 Office Fax: (503) 589-0943
 Cell Phone: (503) 991-6926
 E-mail: jvanderzanden@co.marion.or.us

Krista Rowland, Program Coordinator
 Office Phone: (503) 588-5108
 Cell Phone: 503-932-3947
 E-mail: krowland@co.marion.or.us

Alan Haley, Interim Director
 Office Phone: (503) 588-7943
 Office Fax: (503) 589-0943
 E-mail: ahaley@co.marion.or.us

Erik Anderson, Community Coordinator
 Office Phone: (503) 365-3186
 Office Cell: (503) 798-5490
 Office Fax: (503) 589-0943
 E-mail: eanderson@co.marion.or.us

MARION – SALEM

Salem Emergency Management
 595 Cottage St. NE
 Salem, OR 97301

Roger Stevenson, Emergency Manager
 Office Phone: (503) 763-3331
 Office Fax: (503) 585-8914
 E-mail: rstevenson@cityofsalem.net

MORROW

Morrow County Emergency Management
 P O Box 159 (Mail)
 325 Willow View Drive (Shipping)
 Heppner, OR 97836

Steve Myren, Undersheriff/EM
 Office Phone: (541) 676-2502
 Cell Phone: (541) 314-5202
 Office Fax: (541) 676-5577
 Dispatch Center (541) 676-5317
 E-mail: mcundrshrf@co.morrow.or.us

MULTNOMAH**Multnomah County Emergency Management**

501 SE Hawthorne Blvd., Suite 400
 Portland, OR 97214
 Office Phone: (503) 988-6700
 Office Fax (503) 988-6095
 24/7 Duty Officer: (503) 988-6700 Press "1"
 Duty Officer (if # above fails) (503) 202-0316
 Website: www.multco.us/em

Joe Rizzi, Director

Office Phone: (503) 988-4649
 Cell Phone: (503) 502-0199
 E-mail: joe.rizzi@multco.us

CITY OF GRESHAM**Gresham Emergency Management**

1333 NW Eastman Parkway
 Gresham, OR 97030

Todd Felix, Emergency Management Coordinator

Office Phone: (503) 618-2432
 Office Fax: (503) 618-2198
 E-mail: todd.felix@greshamoregon.gov

CITY OF PORTLAND**Portland Bureau of Emergency Management**

9911 SE Bush St.
 Portland, OR 97266
 Office Phone (503) 823-4375
 Office Fax: (503) 823-3903
 24/7 Duty Officer (503) 823-2686
 24/7 Back Up Duty Officer (503) 823-2317

Carmen Merlo, Director

Office Phone: (503) 823-2691
 E-mail: carmen.merlo@portlandoregon.gov

David Blitzer, Operations Manager

Office Phone: (503) 823-3739
 E-mail: david.blitzer@portlandoregon.gov

Jonna Papaefthimiou, Planning/Preparedness Mgr.

Office Phone: (503) 823-3809
 E-mail: jonna.papaefthimiou@portlandoregon.gov

Courtney Ochs, Exercise & Training Coordinator

Office Phone: (503) 823-3738
 E-mail: courtney.ochs@portlandoregon.gov

POLK**Polk County Emergency Management**

850 Main Street
 Dallas, OR 97338-3185

Dean Bender, Manager

Office Phone: (503) 831-3495
 Office Fax: (503) 831-5968
 Office Cell: (503) 932-6071
 E-mail: bender.dean@co.polk.or.us

Amanda Golden, EM Coordinator

Office Phone: (503) 623-9251
 Direct Line: (503) 831-1728
 Office Fax: (503) 623-2060
 E-mail: golden.amanda@co.polk.or.us

Robert Wolfe (Sheriff), Director

Office Phone: (503) 623-9251
 Office Fax: (503) 831-5968
 E-mail: wolfe.robert@co.polk.or.us

SHERMAN**Sherman County Emergency Services**

PO Box 139
 Moro, OR 97039

Shawn Payne, Director

Office Phone: (541) 565-3100
 Office Fax: (541) 565-3024
 E-mail: emergencyserv@embarqmail.com

TILLAMOOK**Tillamook County Emergency Management**

5995 Long Prairie Road
 Tillamook, OR 97141

Gordon McCraw, Director

Office Phone: (503) 842-3412
 Office Fax: (503) 815-3195
 E-mail: gmccraw@co.tillamook.or.us

UMATILLA**Umatilla County Emergency Management**

4700 NW Pioneer Place
 Pendleton, OR 97801
 Office Phone: (541) 966-3600
 Duty Phone: (541) 310-0583
 Co. Dispatch: (541) 966-3651

Jack Remillard, Emergency Manager

Office Phone: (541) 966-3706
 Office Fax: (541) 278-5496
 E-mail: jack.remillard@ucem.us

Jodi Florence, PIO, Admin. Assistant

Office Phone: (541) 966-3607
 Office Fax: (541) 278-5496
 E-mail: jodif@umatillacounty.net

UNION**Union County Emergency Management**

1106 K Ave.
 La Grande, OR 97850

JB Brock, Emergency Manager
 Office Phone: (541) 963-1009
 Office Fax: (541) 963-1079
 E-mail: jbrock@union-county.org

WALLOWA

Wallowa County Dept. Of Emergency Services
 101 S. River # 202
 Enterprise, OR 97828

Paul Karvoski, Emergency Program Manager
 Office Phone: (541) 426-4543 x165
 Office Fax: (541) 426-0582
 E-mail: wcdes@co.wallowa.or.us

Mike Hayward (Commissioner), Director
 Office Phone: (541) 426-4543 x20
 Office Fax: (541) 426-0582
 E-mail: mhayward@co.wallowa.or.us

WASCO

Wasco County Emergency Management
 511 Washington Street, Suite 102
 The Dalles, OR 97058

Rick Eiesland (Sheriff), Director
 Office Phone: (541) 506-2580
 Office Fax: (541) 506-2581
 E-mail: ricke@co.wasco.or.us

Kristy Beachamp, Program Manager
 Office Phone: (541) 506-2790
 Office Fax: (541) 506-2791
 24 Hour #: (541) 296-5454
 E-mail: kristyt@co.wasco.or.us

WASHINGTON

Emergency Management Cooperative
 1400 SW Walnut Street, Suite 241
 Hillsboro, OR 97123

Scott Porter, Director
 Office Phone: (503) 846-7581
 E-mail: scott_porter@co.washington.or.us

Steve Muir, Supervisor
 Office Phone: (503) 846-7582
 E-mail: steven_muir@co.washington.or.us

Sue Patterson, Coordinator
 Office Phone: (503) 846-7588
 E-mail: sue_patterson@co.washington.or.us

Chris Walsh, Coordinator/Land Use and Transp.
 Office Phone: (503) 846-7586
 Office Cell: (503) 893-4953
 E-mail: Christopher_walsh@co.washington.or.us

Doug Hormann, Planner/Coordinator
 Office Phone: (503) 846-7584
 E-mail: douglas_hormann@co.washington.or.us

David Gassaway, UASI Coordinator
 Office Phone: (503) 846-7583
 E-mail: david_gassaway@co.washington.or.us

CITY OF BEAVERTON

Emergency Management Cooperative
 20665 SW Blanton Street
 Aloha, OR 97007

Michael Mumaw, Emergency Manager
 Office Phone: (503) 259-1183
 E-mail: michael.mumaw@tvfr.com

Beaverton CERT Program
 P.O. Box 4755
 Beaverton, OR 97076-4755

Ted Morris, CERT Program Coordinator
 Office Phone: (503) 350-4085
 Office Fax: (503) 526-2479
 E-mail: tmorris@beavertonoregon.gov

WHEELER

Wheeler County Emergency Services
 P O Box 345
 Fossil, OR 97830

Terry Ignowski, EM Coordinator
 Office Phone: (541) 763-2380
 E-mail: tignowski@co.wheeler.or.us

Sheriff Chris Humphreys, Director
 Office Phone: (541) 763-4101
 Office Fax: (541) 763-2026
 E-mail: cghumphreys@co.wheeler.or.us

YAMHILL

Yamhill County Emergency Services
 414 NE Evans St.
 Mailing: 535 NE 5th St.
 McMinnville, OR 97128

Sue Lamb, Director
 Office Phone: (503) 434-7340
 Office Cell: (971) 241-1433
 Office Fax: (503) 474-4909
 E-mail: lamb@co.yamhill.or.us

Ken Nygren, Assistant Emergency Mgr.
 Office Phone: (503) 434-7343
 Office Cell: (503) 437-5884
 Email: nygren@co.yamhill.or.us

OREGON TRIBES**Burns Paiute Reservation**

100 Pasigo Street
Burns, OR 97720

Kenton Dick, Fire Chief/EM Coordinator
Office Phone: (541) 573-5562
Office Fax: (541) 573-2323
E-mail: kenton.dick@burnspaiute-nsn.gov

Mark Creighton, Tribal Police Chief
Office Phone: (541) 573-2793
Office Fax: (541) 573-3854
E-mail: mark.creighton@burnspaiute-nsn.gov

Confederated Tribes of the Coos, Lower Umpqua and Siuslaw Indians

1245 Fulton Ave.
Coos Bay, OR 97420

Howard Crombie, Director
Office Phone: (541) 888-7511
E-mail: hcrombie@ctclusi.org

Coquille Indian Tribe

3050 Tremont St
North Bend, OR 97459
Email: larryscarborough@coquilletribe.org

Todd Tripp, Emergency Mgmt. Coord.
Office Phone: (541) 756-0904
Office Fax: (541) 756-0847
Email: toddtripp@coquilletribe.org

Scott Lafevre, Chief of Police
2602 Mexeye Loop
Coos Bay, OR 97420
Office Phone: (541) 888-0189
Office Fax: (541) 888-2239
Email: cipolice@coquilletribe.org

Confederated Tribes of Grand Ronde

9615 Grand Ronde Road
Grand Ronde, OR 97347-9712

John Mercier
Office Phone: (503) 879-2400
E-mail: john.mercier@grandronde.org

Klamath Tribes

501 Chiloquin Blvd.
PO Box 436
Chiloquin, OR 97624

Kathleen Mitchell, General Manager
Office Phone: (541) 783-2218 x183
E-mail: kathleen.mitchell@klamathtribes.com

Confederated Tribes of Siletz Indians

PO Box 549
Siletz, OR 97380

Dean Sawyer, Emergency Mgmt. Planner
Office Phone: (541) 444-8298
E-mail: deans@ctsi.nsn.us

Cow Creek Band of Umpqua Tribe of Indians

2371 NE Stephens St. Suite 100
Roseburg, OR 97470

Jhana McCullum
Office Phone: (541) 677-5524
Office Fax: (541) 677-5527
Email: jmccullum@cowcreek.com

Confederated Tribes Of The Umatilla Indian Reservation

46411 Ti'Mine Way
Pendleton, OR 97801

Ray Denny, Public Safety Director/EM
Office Phone: (541) 429-7606
Office Fax: (541) 429-7606
E-mail: raydenny@ctuir.org

Warm Springs Indian Reservation

PO Box "C"
Warm Springs, OR 97761

Daniel Martinez, Tribal Safety Emerg. Mgr.
Office Phone: (541) 553-1634
Office Fax: (541) 553-3531
Chief Cell: (541) 419-8094
E-mail: danny.martinez@wstribes.org

OREGON EMERGENCY MANAGEMENT**(503) 378-2911****Web site: www.oregon.gov/OMD/OEM**

All e-mail addresses are followed with:
@state.or.us

<u>Name</u>	<u>E-mail</u>	<u>Ext.</u>
Adams, Jim	james.adams	22232
Choin, Denise	denise.e.choin	22222
Cline, Cherie	cherie.cline	22221
Connell, Theresa	theresa.connell	22230
Craig miles, Kelly Jo	kelly.jo.craigmiles	22246
Dettwyler-Gwin, Sonja	sonja.dettwylergwin	22267
Duvall, Gillien	gillien.duvall	22250
Greiner, Jeff	jeff.greiner	22242
Grogan, Cory	cory.grogan	22283
Gurley, Michael	michael.gurley	22284
Gwin, Dan	dan.gwin	22290
Hall, Bev	bev.hall	22223
Jimenez, Doug	doug.jimenez	22248
Kleinbaum, Georges	georges.kleinbaum	22238
Lauritsen, Connie	connie.lauritsen	22249
Lippert, Kim	kim.lippert	22283
Marheine, Matt	matt.marheine	22239
McCormick, Sean	sean.mccormick	22227
McKillip, Marty	marty.mckillip	22241
Metzger-Hines, Sidra	sidra.metzgerhines	22251
Murray, Joseph	joseph.murray	22240
Neet, Darrell	darrell.neet	22293
O'Day, Christine	christine.oday	22244
Ollis, Steve	steve.ollis	22289
Perino, Chuck	chuck.perino	22252
Pope, Pat	pat.pope	22228
Rizzo, Althea	althea.rizzo	22237
Sigrist, Dennis	dennis.sigrist	22247
Slevin, Julie	julie.slevin	22235
Stark, Jeanie	jeanie.stark	22274
Stoelb, Daniel	daniel.stoelb	22234
Stuckey, Dave	dave.stuckey	22292
Tennyson, Mark	mark.tennyson	22265
Tiemeyer, Gordon	gordon.tiemeyer	22282
Van Leuven, Laurie	laurie.vanleuven	22225

To report updates and/or changes to this list
contact:

Locals List Attn: Bev Hall

Oregon Emergency Management

P.O. Box 14370

Salem, OR 97309-5062

Office Phone: 503-378-2911 x22223

E-mail: bev.hall@state.or.us

OEM Staff by Section and Position

Dave Stuckey, Director
 Laurie Van Leuven, Deputy Director
 Kim Lippert/Cory Grogan, Public Information Officers
 Jeff Greiner, Public/Private Community Affairs Liaison
 Cherie Cline, Executive Assistant, Director's Office

Mitigation and Recovery Section

Sean McCormick, Section Manager
 Denise Choin, Fiscal Coordinator
 Sonja Dettwyler-Gwin, Grants Accountant
 Dan Gwin, Grants Accountant
 Connie Lauritsen, Accountant
 Joseph Murray, Emergency Mgmt. Specialist-Hazard Mitigation and Disaster Recovery
 Darrell Neet, Special Projects Coordinator
 Christine O'Day, Grants Program Accountant
 Dennis Sigrist, State Hazard Mitigation Officer
 Julie Slevin, Facilities Engineer-State Public Assistance Officer

Plans and Training Section

Matt Marheine, Section Manager
 Jim Adams, Domestic Preparedness Training Coordinator
 Kelly Jo Craigmiles, Exercise/Training Officer
 Bev Hall, Receptionist/Office Specialist
 Doug Jimenez, Domestic Preparedness Exercise Coordinator
 Sidra Metzger-Hines, DHS Grants Coordinator
 Chuck Perino, Emergency Management Planner
 Althea Rizzo, Geologic Hazards Program Coordinator
 Daniel Stoelb, GIS Program Coordinator
 Vacant, Domestic Preparedness Planner
 Vacant, Domestic Preparedness Program Coordinator
 Vacant, Domestic Preparedness Program Assistant

Technology and Response Section

Mark Tennyson, Section Manager
 Theresa Connell, 9-1-1 Program Analyst
 Gillien Duvall, 9-1-1 Technical Operations Coordinator
 Michael Gurley, 9-1-1 GIS Coordinator
 Georges Kleinbaum, Search and Rescue Coordinator
 Marty McKillip, State Communications Officer
 Steve Ollis, Systems Analyst
 Pat Pope, Systems Analyst
 Jeanie Stark, 9-1-1 Program Assistant
 Gordon Tiemeyer, 9-1-1 PSAP Relations Coordinator
 Vacant, 9-1-1 Office Specialist
 Vacant, 9-1-1 GIS Database Analyst

CHILD WELFARE PROGRAM MANAGER LIST

District 1				
Name	Position	Desk Phone	Blackberry / Cell	Email
Alicia Meyers	CW Program Manager	Best to Contact on Cell	(503) 812-8211	ALICIA.D.MEYERS@dhsosha.state.or.us
District 2				
Name	Position	Desk Phone	Blackberry / Cell	Email
Norene Owens - D2 Office	CW Program Manager	503-872-5563	503-720-3101	Norene.OWENS@dhsosha.state.or.us
David Pike - Midtown	CW Program Manager	(971) 673-1854	503-804-9653	David.PIKE@dhsosha.state.or.us
Edgar Perez - Alberta	CW Program Manager	(971) 673-6725	503-961-2069	Edgar.PEREZ@dhsosha.state.or.us
Cheryl Baldomaro-Lucas - East	CW Program Manager	(971) 673-2175	503-841-7616	Cheryl.M.BALDOMAROLUCAS@dhsosha.state.or.us
John Richmond - Gresham	CW Program Manager	503-674-3619 ext. 384	503-961-5402	JOHN.W.RICHMOND@dhsosha.state.or.us
Kirby Crawford - Hotline (Interim)	CW Program Manager	503-872-6968	503-754-2869	KIRBY.L.CRAWFORD@dhsosha.state.or.us
Kellie Barber - D2 Office	CW Program Manager	503-872-5573	503-757-8581	Kellie.BARBER@dhsosha.state.or.us
District 3				
Name	Position	Desk Phone	Blackberry / Cell	Email
Desta Walsh - Marion	CW Program Manager	(503) 378-3990	(503) 931-3070	DESTA.M.WALSH@dhsosha.state.or.us
Dawn Hunter - Marion	CW Program Manager	(503) 378-3655	(503) 559-9693	Dawn.HUNTER@dhsosha.state.or.us
Stacey Daeschner - Polk/Yamhill	CW Program Manager	(503) 623-8118x268(Polk) (503)474-5601	(503) 884-2948	Stacey.DAESCHNER@dhsosha.state.or.us

District 4

Name	Position	Desk Phone	Blackberry / Cell	Email
Mayrean Carter - Linn	CW Program Manager	(541) 791-5721	(541) 220-9858	Mayrean.CARTER@dhsoba.state.or.us
Mary Moller - Lincoln/Benton	CW Program Manager	(541) 265-0918 Lincoln (541) 757-5190 Benton	503-421-5237	MARY.M.MOLLER@dhsoba.state.or.us

District 5

Name	Position	Desk Phone	Blackberry / Cell	Email
Sydney Putnam	CW Program Manager	(541) 684-2430	(541) 228-2996	Sydney.PUTNAM@dhsoba.state.or.us
Julie Spencer	CW Program Manager	(541) 349-4415	(541) 913-0723	Julie.SPENCER@dhsoba.state.or.us

District 6

Name	Position	Desk Phone	Blackberry / Cell	Email
Darline D'Angelo	CW Program Manager	(541) 464-2082	(541) 643-2777	Darline.DANGELO@dhsoba.state.or.us

District 7

Name	Position	Desk Phone	Blackberry / Cell	Email
Melinda Johnson	CW Program Manager	(541) 756-5500 x 555	(541) 404-6945	Melinda.JOHNSON@dhsoba.state.or.us

District 8

Name	Position	Desk Phone	Blackberry / Cell	Email
Pam Bergreen - Jackson	CW Program Manager	(541) 776-6120 x 292	(541) 973-9440	Pam.S.BERGREEN@dhsoba.state.or.us
Nan Silver - Josephine	CW Program Manager	(541) 956-2986	(541) 944-4834	Nan.SILVER@dhsoba.state.or.us

District 9

Name	Position	Desk Phone	Blackberry / Cell	Email
Linda Lawing	CW Program Manager	(541) 506-5202 (The Dalles)	(541) 490-3213	Linda.LAWING@dhsoba.state.or.us

District 10

Name	Position	Desk Phone	Blackberry / Cell	Email
Joni Gallinger	CW Program Manager	(541) 693-8936	(541) 280-1261	Joni.GALLINGER@dhsoba.state.or.us

District 11

Name	Position	Desk Phone	Blackberry / Cell	Email
Cyndi Kallstrom	CW Program Manager	(541) 850-3635	541-704-5935	Cyndi.KALLSTROM@dhsoba.state.or.us

District 12

Name	Position	Desk Phone	Blackberry / Cell	Email
Bonnie Hinton	CW Program Manager	(541) 966-0849 (Pendleton) 541-564-4500 (Hermiston)	541-701-8677	Joyce.TURNER@dhsoba.state.or.us

District 13

Name	Position	Desk Phone	Blackberry / Cell	Email
Chris Black	CW Program Manager	(541) 523-8403	541-805-9974	Chris.M.BLACK@dhsoba.state.or.us

District 14

Name	Position	Desk Phone	Blackberry / Cell	Email
Christine Phillips	CW Program Manager	(541) 889-9194 x 331	541-589-0006	Christine.PHILLIPS@dhsoba.state.or.us

District 15

Name	Position	Desk Phone	Blackberry / Cell	Email
Kim Keller - Oregon City	CW Program Manager	(971) 673-7257	503-975-2450	KIMBERLY.J.KELLER@dhsosha.state.or.us
Gayla May - North Clackamas	CW Program Manager	(503) 731-4516	503-209-3385	GAYLA.J.MAY@dhsosha.state.or.us

District 16

Name	Position	Desk Phone	Blackberry / Cell	Email
Tom Vlahos - Beaverton	CW Program Manager	(503) 277-6605	503-467-1295	Tom.P.VLAHOS@dhsosha.state.or.us
Shirley Vollmuller - Hillsboro	CW Program Manager	(503) 681-6970	503-793-9428	Shirley.L.VOLLMULLER@dhsosha.state.or.us

2012 CSFR Ratings		1st Quarter				2nd Quarter			
		District 2 and 16 - 35 Cases				District 2, 4, 5, 10, and 15 - 55 Cases			
		# Reviewed	# Applied	# Strength	%	# Reviewed	# Applied	# Strength	%
Safety Outcomes	3: Children Safe at Home	35	17	17	100.0%	55	20	20	100.0%
	4: Risks Managed	35	35	35	100.0%	55	55	49	89.1%
Permanency Outcomes	6: Stable Placement	35	28	22	78.6%	55	54	45	83.3%
	7: Appropriate Permanent Plans	35	28	22	78.6%	55	53	50	94.3%
	10: APPLA Plan Has All Necessary	35	13	10	76.9%	55	23	17	73.9%
	15: Relative Placement	35				55			
Well-Being Outcomes	17: Child, Parents', Foster	35	35	27	77.1%	55	54	39	72.2%
	18: Involvement of Child/Parents	35	31	24	77.4%	55	46	44	95.7%
	19: Monthly Face to	35	35	17	48.6%	55	54	20	37.0%
	20: Monthly Face to	35	21	5	23.8%	55	21	7	33.3%
	21: Education Needs Met	35				55			
	22: Medical, Dental Needs Met	35				55			
	23: Mental Health	35				55			

3rd Quarter				4th Quarter				Year End Totals			
District 1, 2, 6, 7, 9, 13, and 14 - 55 Cases											
# Reviewed	# Applied	# Strength	%	# Reviewed	# Applied	# Strength	%	# Reviewed	# Applied	# Strength	%
55	8	7	87.5%					145	45	44	95.8%
55	50	44	88.0%					145	140	128	92.4%
55	48	36	75.0%					145	130	103	79.0%
55	47	41	87.2%					145	128	113	86.7%
55	16	14	87.5%					145	52	41	79.4%
55								145	0	0	#DIV/0!
55	50	37	74.0%					145	139	103	74.4%
55	35	32	91.4%					145	112	100	88.2%
55	48	21	43.8%					145	137	58	43.1%
55	20	7	35.0%					145	62	19	30.7%
55								145	0	0	#DIV/0!
55								145	0	0	#DIV/0!
55								145	0	0	#DIV/0!

ROM Core & Oregon Reports

Composite 1: Reunification Timeliness/Permanency

- FO.1.1 Reunification in 12 months (of those reunified)
- FO.1.2 Median months to reunification (of those reunified)
- FO.1.3 Reunification in 12 months of Entry (of 1st time removals 12 mos ago)
- FO.1.4 Maintain reunifications for 12 months (of those reunified 12 mos ago)

Composite 2: Timeliness of Adoptions

- FO.2.1 Adopted in less than 24 months (of those adopted)
- FO.2.2 Median months to adoption (of those adopted)
- FO.2.3 Adopted within last 12 months (of those in care 17+ mos. as of 12 mos. ago)
- FO.2.4 Legally freed for adoption (of those in care 17+ mos not TPR 6 mos ago)
- FO.2.5 Adopted in less than 12 months of TPR (of those TPR 12 months ago)

Composite 3: Permanency for Long-term Children

- FO.3.1 Permanency achieved Prior to Turning 18 (of those in care 24 mos as of 12 mos ago)
- FO.3.2 Permanency achieved (of those free for adoption and discharged)
- FO.3.3 In care less than 3 years (of those emancipated or turning 18)

Composite 4 Placement Stability

- FO.4.1 Placement Stability: 2 or fewer placements (of those in care under 12 mos)
- FO.4.2 Placement Stability: 2 or fewer placement (of those in care 12-23 mos)
- FO.4.3 Placement Stability: 2 or fewer placements (of those in care 24+ mos)

Child Safety

- CS.1 Safe from Maltreatment Recurrence for 6 mos (of substantiated victims 6 mos ago)
- CS.2 Safe from Maltreatment by Foster Providers (of those in care prior 12 mos)

Permanency Outcome Indicators

- PO.1 Permanency in 12 months (of those entered care 12 months ago)
- PO.2 Permanency in 24 months (of those entered care 24 months ago)

Management Reports

- CM.1 Caseload Counts
- CM 1.1 Caseload Counts (in care 17+ months)
- CM.2 Level of Care (of those in care)
- CM.3 Length of Stay (of those in care)

- CM.4 Countdown to Permanency (of those entered care in last 24 mos)
- CM.4.1 Countdown to Adoption or other Permanency (of those granted TPR in last 24 mos)
- CM.4.2 Countdown to TPR (of those starting 17th month in last 24 months)
- CM.5 Discharge reason (of those discharged)
- CM.6 No Re-entry for 12 months (of those discharged 12 months ago)
- CM.8 Removal Rate per 1000
- CM.9 Initial placements with relatives (of those entering care)
- CM.10 Placement in same or adjoining county (of those in care)
- CM.11 Siblings placed together (of those with siblings in out-of-home placement)
- OR.03 Children entering and exiting foster care
- OR.04 Count of Children in Foster Care (Total Served during Period)
- OR.05 Median Length of Stay at Exit (of those exiting)
- OR.06 Removal Reasons (of those entering)
- OR.07 Youth Exiting Foster Care on/after Turning 18
- OR.08 Number of Placements (of those in care)

Child Visitation

- CV.1 Months worker-child visit made (of months child in care entire month)
- CV.2 Months with in-home visit (of months in care entire month and visited)
- CV.3 Worker-Child Visitation Pending/Completed (of those in care start of current month)
- CV.4 Caseworker visits every full mo. (In care 1+ full mo. In Fed FY) – Federal
- CV.5 Visit Mos in-home (for visit mos those visited every mo. in FFY) - Federal

CPS Indicators

- CPS.1 Report Conclusions (of conclusions made)
- CPS.2 Investigations Completed within 30 Days (of reports received 30 days ago)
- CPS.3 Initial Face-to-face Contact within 24 hours (of accepted reports)
- CPS.4 Pending Investigations (of accepted not completed reports)
- OR.02 Victim Rate per 1,000
- OR.01 Child Abuse/Neglect Reports Received and Referred (of received reports)

Non-Placement OR-Kids Services as of September 2014
Grants IV-B Parts 1 and 2, SSBG, TANF and IV-E Waiver Savings Only

Grant	Program Budget	Service Category	Service Type
IV-B Part 1	Family Support Teams	1/12th Contracts Alcohol and Drug Support Services	ART 1/12th Contract Differential Payment Addiction Recovery Team Services
	Foster Care Prevention	Basic Needs	Baby Supplies Clothing Groceries/Food/Meal Safety
		Housing Services	Home Repair/Maintenance Household Necessities Housekeeping Services Mortgage/Rent/Fees/ Deposits Temporary Shelter/Hotel Costs Utility Assistance
	System Of Care	Communication Services	Communication Services
IV-B Part 2	Contracted Adoption Services	Adoption Services	Adoption Home Study - Non-DHS Adoption Preparation Services Legal Assistance Mediation
		Travel	Cont Travel PerTrip Cost Legal Mediation Contracted Travel Time, Legal Mediation ContractedTravel Mileage Legal Mediation
		Family Support Teams	1/12th Contracts Alcohol and Drug Support Services
	Independent Adoption Services	Adoption Services	Home Study Presentation - Private Agency
	Private Adoption Services	Adoption Services	Home Supervision In-State - Private pd Home Supervision Out of State - paid
	Recovering Family Mutual Homes	1/12th Contracts	1/12 Transitional Housing Differential
		Alcohol and Drug Support Services	Drug-free Transitional Housing
	System Of Care	Foster Care Non - Placement Services	Safety Service Provision
SSBG	In-home Safety and Reunification	1/12th Contracts	ISRS 1/12th Contract Start- Up Payment ISRS 1/12th Differential Contract Pmt
		In-Home Safety and Reunification Service	Direct Support Services In-home Safety and Reunification Service In-home Safety/Reunification--District 2
	Strength, Preserve, Reunify	Strengthen, Preserve, Reunify Families	Admin Child Care Client Emergency Fund Emerg. Housing & Intensive Day Treatment Family Support and Community Connections Front End Intervention Housing Education Inpatient A & D Treatment - Family Mentoring Services Navigators Oregon Intercept Parent Educate and Coach, Paid Parent Employment-Related Services Parenting & Family Strengthening Program Reconnecting Families Relief Nursery Short Term Emergency Housing Short Term Housing Assistance SPRF 1/12th Contract Differential Paymnt Start Up Costs, One Time Transportation Transportation (One Time Pay) Trauma Work Visitation Support & Coaching
	System Of Care	Counseling and Therapeutic Services	General Mediation Services
TANF	Contracted Adoption Services	Adoption Services	Adoption Preparation Services
	Foster Care Prevention	Basic Needs	Baby Supplies Clothing Groceries/Food/Meal Safety
		Guardianship Services	Attorney Fees (No DHS Custody)
		Housing Services	Home Repair/Maintenance Household Necessities Housekeeping Services Mortgage/Rent/Fees/ Deposits

Non-Placement OR-Kids Services as of September 2014
Grants IV-B Parts 1 and 2, SSBG, TANF and IV-E Waiver Savings Only

Grant	Program Budget	Service Category	Service Type
			Temporary Shelter/Hotel Costs
			Utility Assistance
	Recovering Family Mutual Homes	1/12th Contracts	1/12 Transitional Housing Differential
		Alcohol and Drug Support Services	Drug-free Transitional Housing
	System Of Care	Assessments and Evaluations	Assessment, Testing, Eval - Non-Contract
			Assessment, Testing, Evaluation Contract
		Case Planning	Paternity Testing
			Case Planning-Photo Develop. (CPS)
			Case Planning-Photo Develop. (Non-CPS)
			Services Management
			Shipping/Storage/Care - Client Items
			Vital Statistics
			Witness Fees
			Witness Fees - Contract Required
		Communication Services	Communication Services
			Interpreter
			Translation
		Counseling and Therapeutic Services	Anger Mngmt/Batterer Intrvtn/DV Cnslng
			Attendance at Meetings
			Behavioral Management Services
			Family Counseling
			Family Treatment
			General Mediation Services
			Group Counseling
			Individual Counseling
			Multi-Family Counseling
			Other Counseling
			Report Writing
			Reunification Transition Services
			Sex Offender Group Treatment
			Sex Offender Individual Treatment
			Treatment Plans
			Youth Mentoring
		Day Care	Day Care Group Home - Age 3-13
			Day Care Group Home Age 0-2
			Day Care Regular Family Age 0-2
			Day Care Regular Family Age 3-13
			In-Home Day Care
		Education Services	School Activity, Fees, and Supplies
			Tutoring/Study Skills
		Foster Care Non - Placement Services	Environmental Adaptation
			Prep for Transition to Adoption Contract
			Safety Service Provision
		Meetings	Contracted Family Meeting Facilitation
		Parent Training and Education	Family Mentoring
			Parent Training/Mentoring Group
			Parent Training/Mentoring Individual
		Travel	Contracted Travel - Mileage - SOC
			Contracted Travel - Per Trip Cost - SOC
			Contracted Travel - Time - SOC
		Visitation	Therapeutic visitation
		Well-being and Developmental Needs	Camp/Conference - Paid
			Non-School Activities, Fees, Supplies
IV-E Waiver Savings	Strength, Preserve, Reunify	Strengthen, Preserve, Reunify Families	Admin
			Child Care
			Client Emergency Fund
			Emerg. Housing & Intensive Day Treatment
			Family Support and Community Connections
			Front End Intervention
			Housing Education
			Inpatient A & D Treatment - Family
			Mentoring Services
			Navigators
			Oregon Intercept
			Parent Educate and Coach, Paid
			Parent Employment-Related Services
			Parenting & Family Strengthening Program

Non-Placement OR-Kids Services as of September 2014
Grants IV-B Parts 1 and 2, SSBG, TANF and IV-E Waiver Savings Only

Grant	Program Budget	Service Category	Service Type
			Reconnecting Families
			Relief Nursery
			Short Term Emergency Housing
			Short Term Housing Assistance
			SPRF 1/12th Contract Differential Paymnt
			Start Up Costs, One Time
			Transportation
			Transportation (One Time Pay)
			Trauma Work
			Visitation Support & Coaching

OCWP Training Topic Summary

In 2015-2019, the Department, through PSU will offer the following training to child welfare staff and to foster parents:

Required Child Welfare CORE Trainings - Social Services Specialist 1 (SSS1)

✓ CORE:

New employees must be attending or have completed training within three months. Classroom CORE is a four-week series providing the basis for and requirements of child welfare practice and meeting 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.

✓ Pathways to Permanency: Implementing the Concurrent Plan

A fifth week of Child Welfare CORE Training for all new child welfare staff classified as SSI (see above) and must be completed within the first year of hire.

✓ Oregon Safety Model Computer Based Training

Computer-based training on the Oregon Safety Model is a seven-module series, on concepts currently used in OSM practice. All child welfare caseworkers who are assessing families will be required to take all trainings.

✓ Trainings Required within the first year of employment

- Adoption and Safe Families Act (ASFA)
- Multi Ethnic Placement Act (MEPA)
- Confidentiality in Child Welfare
- OR-KIDS Basic
- Advocating for Educational Services

Other child welfare staff training provided by PSU:

✓ Social Service Assistant (SSA) CORE Training

All new Social Service Assistants are required to attend within six months of hire. This six-day training focuses on the essential skills and knowledge SSAs need to support the safety, permanency and well being of children and families serviced by Child Welfare.

- ✓ Additional Trainings under Project Agreement with Portland State University:
 - Supervisory Training - This training is offered in cohorts for all new supervisors.
 - Certification and Adoption Worker Training - A two-week curriculum offered every six months to staff assigned to certification and adoption work and focuses on tasks specific to certifiers and adoption workers in the assessment and support of applicants and foster parent retention, and includes training in the use of the SAFE home study (Structured Analysis Family Evaluation).
 - Adoption Tools and Techniques - A three-day curriculum offered every six months for caseworkers and supervisors involved in adoption cases and focuses on practice and processes for accomplishing an adoption, including legally freeing children for adoption, identification of and placement with adoptive resources and legal finalization of adoptions. Casework staff attend the Pathways to Permanency training prior to the ATT training as it builds the framework for moving toward an adoption plan
 - Foundations: Training of Trainers - This training is a week-long curriculum that trains certification staff on the 24 hour Foundations training as required under our certification standards administrative rules.

✓ Specialized and Ongoing Professional Development

The project agreement with PSU provides for the presentation of one Netlink training per month for DHS child welfare staff members. The project also provides for the scheduling of up to 18 classroom staff advanced training sessions as needed when there are unanticipated needs for specialized subject matter.

Staff Training Attendance (provided through PSU)	
2011	884
2012	1329
2013	1741

*The numbers include all CORE, Pathways, Supervisory, SSA, SSA Summit, Certification & Adoption, Foundations Train the Trainer, Foundations Professional Development Days, Adoption Tools & Techniques, Adoption Committee Member

Train the Trainer, and Advanced sessions, including NetLinks and Computer Based Training.

In the years from 2011 to date, in 2014, 86.7% (averaged across all required classes) of child welfare staff attend required training, as reported through the Learning Center training system and in collaboration with the PSU Child Welfare Partnership staff.

Foster and Adoptive Parent Training

✓ Foster/Relative/Adoptive Parent Training

In 2015-2019, PSU and CWP will continue to present classroom training sessions, and distance training sessions via Netlink, to foster, adoptive and relative caregivers across the state of Oregon. PSU-CWP continues to offer a wide variety of training topics to select from. The list of available courses contains 68 training topics, and includes 16 topics available in Spanish. The Department has also purchased translation equipment, which allows a local office to have a translator available at any training provided in English, should there be a number of families who need the training in another language. The equipment allows for training to be provided in two languages simultaneously. Districts may choose from the available training topics during the course of each biennium. The distribution of class availability is calculated based on the numbers of children in care in each District, with a minimum number of offerings for every District to ensure training resources are available statewide and the smaller Districts have resources available. PSU tracks the training completed and number of attendees at each session.

CWP offers classroom training in Spanish at the branch request and offers an additional Netlink delivered in Spanish each quarter.

Caregiver Training Attendance	
2011	2952
2012	3012
2013	2591

Of those who self-identified, 1272 identified as relatives, 4628 identified as certified foster parents, 1802 identified as adoptive parents, 467 identified as staff, and 384 identified as community partners.

✓ Foster Parent Training Website

The Department, through the PSU partnership purchases a number of on-line classes through Northwest Media, Inc.'s Foster Parent College. These classes have been especially helpful for providers who work or attend school and cannot attend the regularly scheduled training sessions.

The Department was also a participant in the Northwest Media research project for a mixed venue presentation of Foundations training, with 10 on-line sessions and 4 in-person sessions. Although the research is not yet completed, early results indicate high satisfaction for participants, high knowledge retention than the control group which attended in person classes only, and a higher percentage completion rate. Oregon is further researching the capacity to both provide more web based, individualized training and training knowledge retention.

✓ Foster Parent Lending Library

The Foster Parent Lending Library continues to be a resource for Foster Parents to access training information. The on-line library offers easy internet access, materials in Spanish, return postage pre-paid, videos and audio recordings.

Child Welfare Training Advisory Committee

The Child Welfare Training Advisory Committee meets quarterly and advises in the development and delivery of training to the child welfare workforce and certified foster parents, relative caregivers, and adoptive families. The advisory committee is representative of the training staff, child welfare program staff, and local supervisors and caseworkers.

Differential Response (DR)

Differential Response is a family engagement model that promotes partnering with parents, family, communities and neighborhoods to keep children safe. These independent courses will continue to be stand-alone courses for all child welfare staff until we have fully implemented DR across the state of Oregon.

Coaching “Train the Coach”

The role of coaching as a consultant and supervisor will continue to be an area of focus for child welfare training to ensure fidelity to Oregon's practice model. This will be an advanced training/continuous learning effort.

Other trainings included on Training Matrix in 2015-2019

- ✓ Interstate Compact on Placement of Children (ICPC)
- ✓ Youth Transitions Planning
- ✓ Independent Living Program (ILP) Services
- ✓ Disclosure Analysis Guidelines (DAG)
- ✓ Fathers in Dependency Cases
- ✓ Another Planned Permanent Living Arrangement (APPLA)
- ✓ Knowing Who You Are
- ✓ OR-Kids Navigational Training

Advanced OR-Kids trainings

Advanced OR-Kids training modules are scheduled for release in January, 2015: Legal, Person and Provider Management, Financial, Service Entry, and Meeting.

Advanced Search trainings will be created to support workers in navigating the system to find and develop a thorough understanding of the contacts and services the agency has provided an individual.

Additional Training Projects in 2015-2019

- ✓ Permanency Roundtables

Oregon will continue in Permanency Roundtables to revisit and address the permanency needs of youth in Oregon. Several Permanency Values trainings will be offered to Child Welfare staff who will be involved in the permanency roundtables efforts.

- ✓ Behavior Crisis Management Training (BCMT)

The BCMT training for caregivers provides a proactive approach to understanding a child's behavior and strategies for intervention and post-intervention.

- ✓ Indian Child Welfare Act (ICWA)

Participation in the planning and registration for the annual ICWA Conference, tribal participation to tribes for all child welfare staff and foster parent training, participation in the ICWA Advisory Council, and a dedicated OR-Kids trainer for tribal partners using the OR-Kids system.

✓ Safe and Together

The Safe and Together™ model is a field-tested approach designed to improve competencies and cross system collaboration related to the intersection of domestic violence and child maltreatment. This child centered model will continue to be utilized, and training will occur in 2015-2019 for staff to develop more advanced understanding.

✓ Sharing Information between Child Welfare and Self Sufficiency

This online, self-paced computer based training provides a set of information that can be shared between Child Welfare and Self Sufficiency on common cases.

MSW/PSU Quarterly Meeting

Representatives from DHS-CW and PSU meet on a quarterly basis to discuss program improvements and ways to strengthen the program, student concerns, and increase the partnership and involvement for the program across DHS-CW and PSU. The topics of focus this past year:

✓ Development of Field Instructor Guidelines, currently under review

• Student Evaluations:

- Longitudinal Evaluation – students who have graduated
- Process Evaluation – application to the program; mid-education evaluation

CHILD WELFARE TRAINING

TRAINING “REDESIGN” PROPOSAL FOR NEW SOCIAL SERVICE SPECIALISTS OFFERED THROUGH THE CHILD WELFARE PARTNERSHIP

The proposed Training Design will strengthen Oregon’s Child Welfare workforce through implementing adult learning best practice strategies that maximize participant retention of knowledge and skills taught in training. The key strategies that have been incorporated include:

- Pre-requisites that will provide foundational information including: trauma informed practice, Child Welfare ethics, ASFA, MEPA, mandatory reporting, Oregon Safety Model terminology, and Knowing Who You Are.
- Immediately available on the job learning opportunities that allows training to begin on day one of hire through a series distance trainings and use of the field activity guide.
- Training required prior to cases will be reduced, thereby allowing participants to more quickly apply what they learned in training in the field.
- The proposed model provides the option for a supervisor or worker to individualize training throughout their first year of hire.
- Provides worker-specific profiles of knowledge and skills to supervisors as training is completed.
- Allows for ‘just in time’ training for workers who change positions (i.e. CPS to Permanency).
- Increased opportunity for skill development and application in the areas of case presentation and child interviewing.

Box #1 - Trauma Informed Practice Strategies (T.I.P.S.) for Child Welfare Workers (2 Days / Offered monthly)

✓ Required for all SSS1s prior to Managing Child Safety throughout the Life of a Case

- Rationale for a trauma-informed Child Welfare approach
- Child trauma and child traumatic stress
- Effects of trauma on children
- The impact of trauma on the brain and body
- Influence of developmental stage
- The influence of culture
- Maximize a child’s and family’s physical and psychological safety
- Identify trauma-related needs of children and families
- Enhance child well-being and resilience
- Enhance family well-being and resilience
- Enhance the well-being and resilience of caseworkers
- Partnering with youth and families
- Partnering with agencies and systems that interact with children and families

Evaluation Activities: Participant reaction survey and knowledge test

Box #2 - Computer Based Training (CBT) Pre-Requisites (Distance Training)

- ✓ Required for all SSS1s prior to Managing Child Safety throughout the Life of a Case
- Multi-Ethnic Placement Act (MEPA)
- Adoption and Safe Families Act (ASFA)
- Mandatory Reporting and Introduction to Screening (to be developed)
- Oregon Safety Model (OSM) Terminology (being developed)
- Child Welfare Ethics and DHS Values (being developed)

Evaluation Activities: Knowledge test that participants must pass at 80% or higher in order to receive credit

Box #3 - Knowing Who You Are (2 Days / Offered monthly)

- ✓ Required for all SSS1s prior to Managing Child Safety throughout the Life of a Case
- ✓ Provider to be determined

Evaluation Activities: Participant reaction survey

Box #4 - Managing Child Safety throughout the Life of a Case (10 Days / Offered 8x per year)

- ✓ Required for all SSS1s prior to carrying a caseload
- ✓ Pre-Requisite: T.I.P.S. for Child Welfare Workers and CBT Pre-Requisites
- OSM overview
 - Collecting sufficient safety related information: The Six Domains
 - Identifying, managing and controlling present danger threats / Protective actions
 - Impending danger safety threats
 - Safety threshold criteria
 - Initial and ongoing safety planning
 - Understanding how safety threats operate in a family
 - Safety services versus treatment services
 - Monitoring in-home and out-of-home safety plans
 - Creating conditions of return
 - Reunification and returning children home
 - The Protective Capacity Assessment
 - Stages of change
 - Case planning for expected outcomes
 - Criteria for and evaluating expected outcomes
 - Case closure
- Planning meaningful visitation
- Placement practice (placement priorities; relative and sibling connections; child specific certification)
- Engaging and working with parents and families
- Dynamics and types of child abuse (**Dynamics of child abuse, child sexual abuse and rape of children are statutorily required for child abuse investigators**)
 - Types of abuse: sexual, physical, emotional, neglect, threat of harm
 - Medical diagnosis of abuse and neglect
- Vicarious trauma
- Developmental issues of maltreated children

Evaluation Activities: Participant reaction survey, pre/post knowledge test, skill evaluation of engagement, safety plans, and case plans (conditions for return, expected outcomes), and participant observations

Box #5 - Pathways to Permanency (3.5 Days / Offered 8x per year)

- ✓ Required for permanency workers, certifiers, and adoption workers within 3 months of hire or upon assuming one of these caseloads at supervisory discretion
- ✓ Pre-requisite: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case
- Concurrent permanency planning
- Alternate permanency plans (adoption, guardianship, APPLA)
- Bias and matching
- Sibling connections
- Attachment
- Difficult conversations (interviewing and engaging children in safety related discussions)
- Transitioning children with care
- Preventing placement disruptions

Evaluation Activities: Participant reaction survey, knowledge test, skill evaluation of face to face contact

Box #6 - The Comprehensive CPS Assessment (3.5 Days / Offered 8x per year)

- ✓ Required for CPS workers prior to investigating reports of child abuse or upon assuming a CPS caseload
- ✓ Pre-requisite: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case
- Screening (advanced / differential response)
- Preparing for and conducting the comprehensive CPS assessment (**assessment of risk to the child is a statutory requirement for child abuse investigators**)
- Child interviewing (**legally sound and age appropriate interview and investigatory techniques is a statutory requirement for child abuse investigators**)

Evaluation Activities: Participant reaction survey, knowledge test, skill evaluation of interviewing children, and initial contact

Box #7 - Legal Components and Considerations (5 Days / Offered 6x per year)

- ✓ Required for all SSS1s within 6 months of hire
- ✓ Pre-requisite: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case, and The Comprehensive CPS Assessment or Pathways to Permanency
- The caseworker's role in court
- Legal issues that impact Child Welfare
- ICWA
- Identification of relatives
- Determining the paternal relationship
- Case presentation skills
- Early consultation for permanency

Evaluation Activities: Participant reaction survey, knowledge test, skill evaluation of case presentation

Box #8 - Certification and Adoption Worker Training (10 days / Offered 2x per year)

- ✓ Recommended for all certification and adoption workers within 6 months of hire or upon assuming one of these caseloads (consider making this required for staff who conduct the SAFE Home Study)
- ✓ Pre-requisite: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case, Pathways to Permanency

- Role of the certifier and adoption worker
- SAFE Home Study
- Dissecting information for safety, permanency, and well-being
- Certification standards, Department responsibilities and adoption applications
- Panel of guests: certifiers, adoption workers, coordinators/consultants and caregivers
- Criminal history tools
- Denials, revocations, management approvals and withdrawals
- Relative and child specific caregivers: Rewards and challenges
- Interview skills practice
- Screening, assessing and approving: The certification and adoption home study process
- Child matching from early placement to adoption
- Transitions
- Preventing disruption
- Increasing stability and confirming safety and well-being in out-of-home placements
- Tuning into a child's needs: Trauma informed practice and managing sexual behaviors
- Advanced assessment tools
- Openness with the birth family
- Caregiver resources
- Child abuse allegations involving a foster parent or relative caregiver and ethical dilemmas

Evaluation Activities: Participant reaction survey

Box #9 - Adoption Tools and Techniques (3 days / Offered 2x per year)

- ✓ Recommended for permanency workers, certifiers, and adoption workers within 1 year of hire or upon assuming one of these caseloads
- ✓ Pre-requisite: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case, Pathways to Permanency

- Department values related to adoption
- Avenues to adoption
- A view from the bench
- Waiting child bulletins and the Oregon Adoption Resource Exchange
- Recruitment for general applicant families
- SAFE Home Study as a tool
- Mediation
- Adoption selection process
- Post adoption services
- Accomplishing an adoption: Central office and you!
- Supporting, supervising and finalizing placements

Evaluation Activities: Participant reaction survey

Box #10 - Advocating for Educational Services (2 hour NetLink / Offered 6x per year)

- ✓ No pre-requisites required
- Identification of educational risk factors of children in care
- Assessing the caseworkers' role in advocating for the educational needs of children in care
- State statute, federal law and Department rule impacting the educational advocacy function

Evaluation Activities: Participant reaction survey, knowledge test

Box #11 – Vulnerable Populations (3 Days / Offered 4x per year)

- ✓ Recommended for all SSS1 within 1 year of hire
- ✓ No pre-requisites required
- Substance Abuse
- Sexual Offenders
- Mental Health Issues
- Mental Health Needs of Children
- Drug Endangered Children
- Domestic Violence

Evaluation Activities: Participant reaction survey

Document created by Linda Bello, LMSW, of the Child Welfare Partnership

Training Plan “Proposal” for New SSS1s offered through the Child Welfare Partnership Reflecting DHS Feedback



#1 Trauma Informed Practice Strategies (T.I.P.S) for Child Welfare Workers
 Required for all SSS1s prior to Managing Child Safety throughout the Life of a Case
Evaluation: Knowledge test, participant reaction survey
 2 Days / Offered monthly (Regionally on a quarterly basis)

#2 Computer Based Training (CBT) Pre-Requisites
 Required for all SSS1s prior to Managing Child Safety throughout the Life of a Case

- Multi-Ethnic Placement Act (MEPA)
- Adoption and Safe Families Act (ASFA)
- Mandatory Reporting and Introduction to Screening
- Oregon Safety Model Terminology
- Child Welfare Ethics and DHS Values

(Consider the number of pre-requisites; consider deferring 1-2 be deferred to Box 9)
Evaluation: Must pass knowledge test at 80% or higher to receive credit

#4 Pathways to Permanency
 Required for permanency workers **within 5 months of hire, and CPS workers, foster care certifiers and adoption workers within 2 years of hire** or upon assuming one of these caseloads if not previously completed
PRE-REQUISITE: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case
Evaluation: Knowledge test, face to face contact skills, participant reaction survey
 3.5 Days / Offered 10x per year

#3 Managing Child Safety throughout the Life of a Case
 Required for all SSS1s **within 3 months of hire** and prior to carrying a caseload
PRE-REQUISITE: T.I.P.S. for Child Welfare Workers and CBT Pre-Requisites
Evaluation: Participant observations, knowledge test, safety planning and writing case plans skills, participant reaction survey

#5 Comprehensive CPS Assessment
 Required for CPS workers **within 16 weeks of hire and** prior to investigating reports of child abuse or upon assuming a CPS caseload and other **SSS1s within 2 years of hire**
PRE-REQUISITE: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case
Evaluation: Knowledge test, interviewing children and initial contact skills, participant reaction survey
 3.5 Days / Offered 10x per year

#6 Legal Components and Considerations
 Required for ALL SSS1s within 6 months of hire
PRE-REQUISITE: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case, and the Comprehensive CPS Assessment or Pathways to Permanency
Evaluation: Knowledge test, case presentation skills, participant reaction survey
 5 Days / Offered more than 6x per year

#7 Certifier and Adoption Worker Training
 Required for certification and adoption workers prior to conducting the SAFE Home Study independently
PRE-REQUISITE: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case, Pathways to Permanency
Evaluation: Participant reaction survey
 10 Days / Offered 2x per year

#8 Adoption Tools and Techniques
 Recommended for permanency workers, certifiers and adoption workers within 1 year of hire or upon assuming one of these caseloads
PRE-REQUISITE: T.I.P.S. for Child Welfare Workers, CBT Pre-Requisites, Managing Child Safety throughout the Life of a Case, Pathways to Permanency
Evaluation: Participant reaction survey
 3 Days / Offered 2x per year

#9 Advocating for Educational Services
 Required for all SSS1s within 90 days of hire
Evaluation: Knowledge test, participant reaction survey
 2 Hour NetLink / Offered 6x per year

#10 Vulnerable Populations
 Recommended for all SSS1s within 1 year of hire
Evaluation: Participant reaction survey
 3 Days / Offered regionally 4x per year

All SSS1s: GREEN required; GRAY recommended
 Permanency/Ongoing: BROWN recommended
 Certifier and Adoption Workers: PINK required; BROWN recommended

**PSU Child Welfare Partnership - DHS CW Employee Training
2014 to Current**

	District 1	District 2	District 3	District 4	District 5	District 6	District 7	District 8	District 9	District 10	District 11	District 12	District 13	District 14	District 15	District 16	No branch Listed
Child Welfare Core Training	11	31	42	18	32	8	3	18	3	11	11	3	2	6	11	25	1
Core total	236																
Incomplete	20*																
	*This number does not differentiate between incomplete status due to missed sessions with intention to return for make up, versus end of employment or position change which altered requirement for this training.																
Social Services Assistant Core Training	1	5	7	1	2	1	0	1	0	0	0	1	1	0	0	4	0
SSA total	24																
Pathways to Permanency	1	13	40	4	10	6	3	8	1	0	1	1	1	2	4	7	0
Pathways total	102																

**Total Number Staff Trained via
CLASSROOM**

Supervisory Supervisors Quarterly	44	310
Advanced Staff Training*	0	*These funds were reallocated to allow for Differential Response Curriculum writing and training
Adoption Committee Selection	138	
Foundations Training of Trainers	11	
Foundations Professional Development Days	32	
Certifier and Adoption Worker Training	30	
Adoption Tools & Techniques	37	

Differential Response Training of Coaches	54
Differential Response Curriculum Orientation of Trainers	14
Differential Response Overview for Community Partners Presentation to Program Managers	29

	Total Number Staff Trained via DISTANCE
Core Netlink	98
Advanced Staff Netlink	97
Adoption and Safe Families Act Computer Based Training	294
Multi Ethnic Placement Act Computer Based Training	246

TOTAL NUMBER EMPLOYEES TRAINED IN 2014

1796

*** Currently registered: September Core - 68, October Core - 5, September Pathways - 42, December Pathways - 41; Also, Certification and Adoption Worker Training - 18, and Social Service Assistant Training - 6