

CFSP for FYs 2010-2014

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STATE AGENCY ADMINISTERING THE PROGRAMS

The Oregon Department of Human Services is the state agency that will administer the title IV-B programs under the 2009-2014 Child and Family Services Plan.

The vision of the Oregon Department of Human Services is "Better outcomes for clients and communities through collaboration, integration and shared responsibility".

The mission statement for the Oregon Department of Human Services is "Helping people to become independent, healthy and safe".

This mission statement sets out the purpose and guides the activities of our large, complex organization.

Goals:

- People are healthy
- People are living as independently as possible
- People are safe
- People are able to support themselves and their families

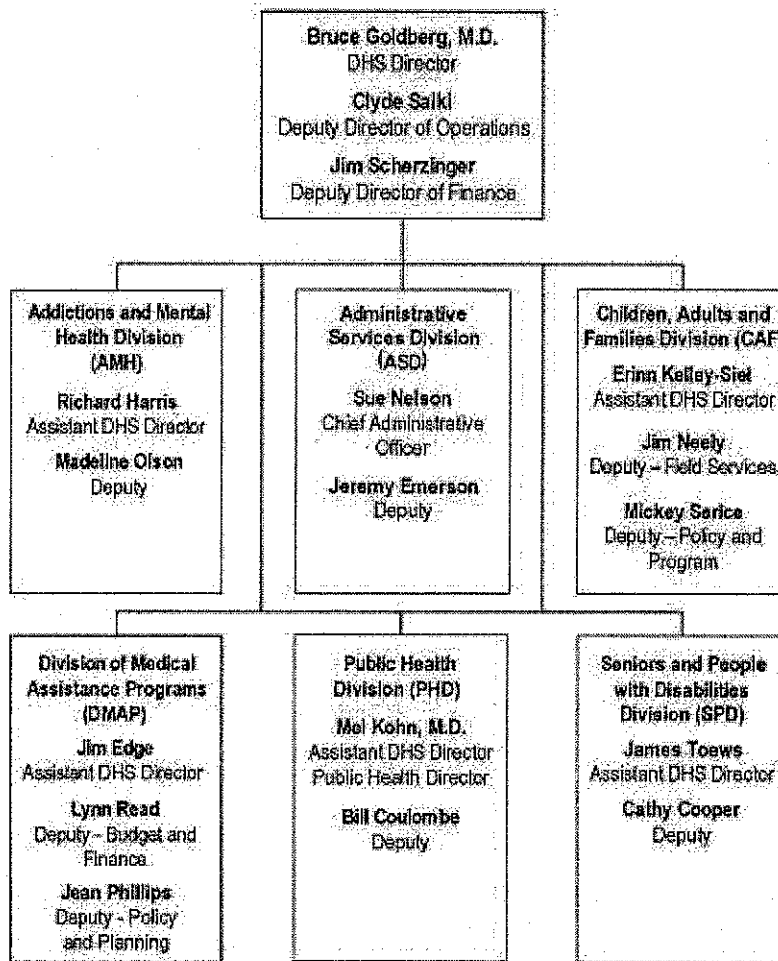
This approach — stating goals, measuring results, reporting our progress to the public — complements a broader strategy devised by the Oregon Progress Board.

In the board's Oregon Benchmarks, the state has a pioneering set of objectives intended to enhance the quality of life for all Oregonians. The Benchmarks seek to unite Oregon around a vision of quality jobs, safe, caring communities and a healthy, sustainable environment.

The Department's mission statement, goals and values reflect our commitment to that vision.

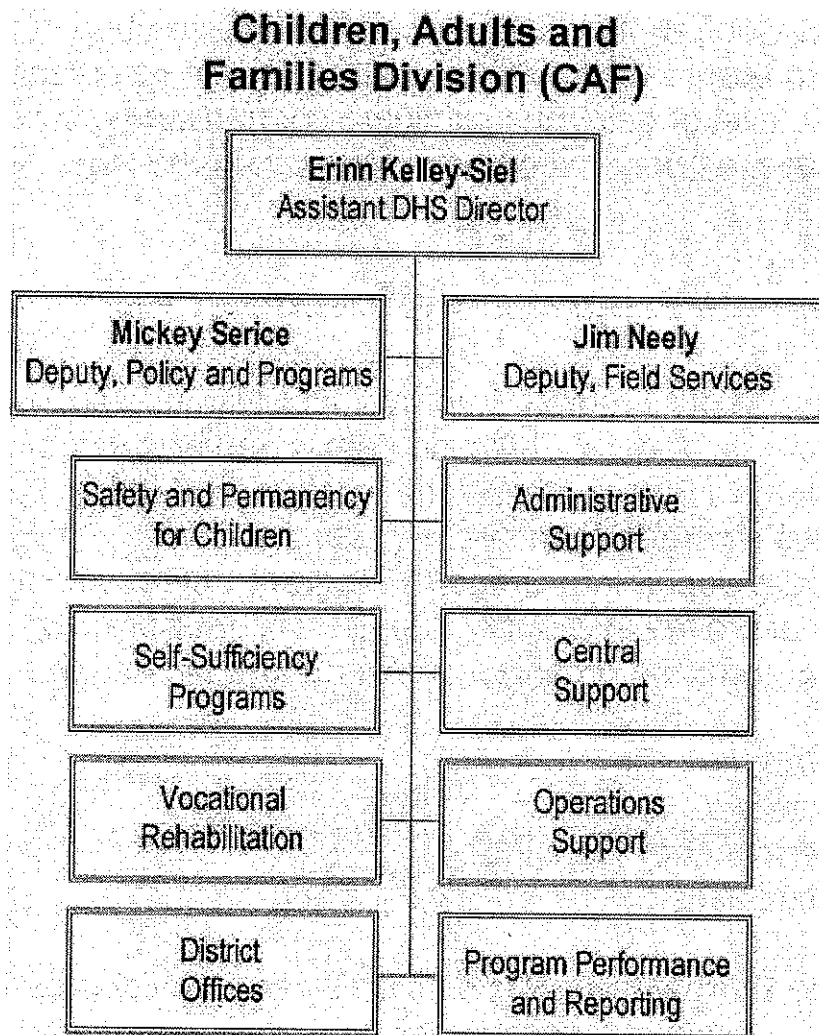
The Oregon Department of Human Services larger organization is comprised of the DHS Director's office; Addictions and Mental Health Division; Administrative Services Division; Division of Medical Assistance Programs; Public Health; Seniors and People with Disabilities; and Children, Adults and Families Division. Below is an Organizational Chart of the larger DHS Structure.

DHS Structure Overview



10/08/2008

It is within the Children, Adults and Families Division that the title IV-B Program is implemented. The mission of Children, Adults, and Families is to "Improve family capacity to be self-sustaining while creating a safe and permanent living environment for children". Below is an Organizational Chart of the organizational structure of the Children, Adults and Families Division.



10/08/2008

VISION, GOALS and OBJECTIVES

The Oregon Department of Human Services has embarked on several initiatives that are focused on broad systems improvement. Those initiatives include Oregon's Program Improvement Plan; Transformation Initiative; collaboration with the Casey Family Programs, Wrap Around Oregon, and special initiatives to address the disproportionality of minority children in our foster care system. Each initiative has its own origin, mission, and goals. DHS has provided consistent resources in the development and execution of these initiatives to ensure continuity of goals, leverage resources to achieve the highest level of gain, and eliminate contradictory activities, so each initiative, as they roll out, can strengthen the larger whole of DHS.

• Oregon's Program Improvement Plan

DHS developed our Program Improvement Plan in response to the findings from the federal Child and Family Services Review conducted by the Children's Bureau during the week of September 10, 2007. Four themes emerged from five key areas of the CFSR that eventually developed into Oregon's Program Improvement Plan, which was approved in January 2009. The four practice-area themes that form the organizational structure of Oregon's PIP are:

- Workforce Development
- Safety
- Permanency Planning
- Resources

Workforce Development is defined by the provision of effective supervision, workload management, and quality improved systems. The foundation of Oregon's Program Improvement Plan rests on a strong, highly skilled and competent workforce. In addition to the need to enhance supervisory expectations and supports, there is also a need to enhance worker understanding of cultural competence and over-representation of children of color; ongoing general professional

development for staff; and continuous efforts to communicate and collaborate with families and community partners.

Safety is defined by the improvement of the system response to ensure that children are safe from maltreatment in their own homes and in out of home placement. Child safety spans the entire spectrum of Child Welfare, from the screen-in of reports of maltreatment, the subsequent responses to the report of maltreatment, through safety in home or in out of home care, assurance of safety at reunification or alternate permanent placement, to post-permanency safety supports. Oregon's Program Improvement Plan's initial focus is to complete Oregon Safety Model training of all staff, and to fully implement the Oregon Safety Model statewide.

Permanency Planning is defined by the improvement of permanency outcomes for children that are timely and stable. Every child deserves and needs a permanent, safe home. Oregon's Program Improvement Plan's largest number of strategies focuses on permanency issues. Those strategies include work on improving permanency outcomes for children that are timely and stable, and by enhancing caseworker engagement skills with children and youth through strong clinical supervision. Another Permanency focus area is the search and engagement of absent and non resident parents, as well as the engagement of relatives and other people who have a relationship with children in foster care. There will be a focus to improve permanency planning for children who have been in foster care for long periods of time, especially children who are in APPLA plans. Improvements are planned to enhance stability for children in foster care. Finally, Oregon plans to address a reoccurring theme around the needs and services to foster parents.

Resources are defined by ensuring that appropriate resources and services are in place, accessible to children and families and are culturally relevant. Oregon's Program Improvement Plan will focus on increasing Foster Parent recruitment and improving services to parents and children. There are planned efforts to increase placement resources for children, increase child specific recruitment,

and recruitment efforts to increase homes that can meet the cultural needs of African American and Native American children. Additional efforts to build resource capacity will also enhance and strengthen DHS's already strong collaboration with the Native American Tribes in Oregon. There is a plan to streamline Mental Health Services for children by ensuring that each child who is placed in foster care has a mental health assessment. There will be improved educational advocacy for children, and streamlined Drug and Alcohol services for parents. Family Based Service contracts will be revised and improved to include services to enhance children's safety in their own homes, and services that are more culturally responsive to the needs of families.

- **Transformation Initiative**

The purpose of the DHS Transformation Initiative is to enable Oregon DHS along with our partners and providers, to provide world-class, efficient and effective services to our citizens and clients so that Oregonians can be healthy, independent and safe.

Projections show a continuing growth in demand for services, along with a revenue stream that is not keeping pace. At the same time, citizens and stakeholders are expecting more accountability. In response to these challenges, in December 2007 DHS launched the Transformation Initiative and declared its intention to become a world-class health and human services organization over the next 2-3 year period.

The Transformation Initiative has two phases, the Discovery Phase, which is complete, where DHS has identified and prioritized areas that need improvement; and the Implementation Phase, which includes a continuous improvement process through the involvement of the DHS staff.

The Roadmap provided as a result of the Development Phase provided five themes driving the DHS Transformation Initiative:

1. Doing the right work the right way.

- Create expertise for lean and continuous improvement to diagnose and deliver action on opportunities such as reducing waste and rework.
 - Provide a culture of continuous improvement.
2. Developing world-class employees and culture.
 - Improve recruitment and succession management.
 - Implement performance assessment and cultural competency programs.
 3. Working together across divisions.
 - Implement a collaboration program.
 - Implement cross-divisional initiatives with representation from all divisions.
 4. Getting more from the public dollar.
 - Execute a wave of process improvements.
 - Better utilize strategic sourcing capabilities.
 5. Engaging with DHS partners and providers for improved performance.
 - Implement a two-way performance management process.
 - Establish service level and performance standards.
 - Engage partners in process improvement changes.

The Implementation Phase includes a continuous improvement of processes through the involvement of DHS staff. This includes:

- The training of 40 Lean Leaders in Lean methodology and practices.
- A management overview of Lean to more than 300 managers and executive staff.
- The beginning of a chain of rapid process improvements (RPIs) with the Lean Leaders.

DHS Transformation Initiative has chartered a team to support each of the five themes above; has conducted 25 RPIs with approximately 200 participants; and provided Lean overview training to more than 1500 managers and staff. This process is anticipated to continue

over the next 3 years as DHS implements the Roadmap that is outlined in phase one of the Transformation Initiative.

- **Casey Initiative**

Despite years of hard and well-meaning work by committed individuals, families and agencies, foster care placement in Oregon is one of the highest in the nation. National research tells us that if kids can be safe at home with their family or safe with another permanent placement option, these kids will have better futures.

A unique partnership of two agencies committed to bettering the lives of Oregon's children and families has joined with Casey Family Programs, the leading organization in the nation whose primary goal is to reduce foster care and increase safety of children. As a team, we are leading an important initiative poised to take care for Oregon's children to the next level.

Together, the Oregon Department of Human Services, Oregon Commission on Children & Families and Casey Family Programs have brought together over 80 community members and leaders in eight Oregon counties to kick off a targeted three-month process of developing community-based action plans and long-term strategies. These localized plans will have six statewide goals to be met by 2011:

1. Safely reduce children in foster care by 20%
2. Increase relative placements by 50%
3. Reduce children entering care by 10%
4. Increase foster care exits by 20%
5. Reduce the disproportionality index for Native and African American children (numerical goal to be set at the end of 2009)
6. Maintain or reduce current child abuse/neglect recurrence rate of 7.5%

Ongoing technical assistance, training, and resources for analysis is provided by the project to support the eight-county plan implementation.

The eight Oregon counties were chosen because of their number of kids in care, readiness for change, and on the likelihood that these counties (Coos, Deschutes, Jackson, Malheur, Marion, Multnomah, Tillamook, Washington) can deliver outcomes and new processes that will be replicable statewide. Long term goals include engaging all Oregon counties in this dialogue and work.

- **Wrap Around Oregon**

Wraparound Oregon is a community-owned initiative to build a system of services and supports for multi-system children with complex mental health needs and their families. Based in Multnomah County, Wraparound Oregon is in its fourth year of operation serving children and youth in two pilot projects – the early childhood project for young children birth to 8-years-old and the school-age project serving children and youth between the ages of 6-18. These pilot projects are teaching the stakeholders how to improve child and family outcomes and how to use existing resources more effectively.

The Statewide Children’s Wraparound Initiative is building a community-based, coordinated system of services and supports for Oregon children with complex behavioral health needs and their families. Based on System of Care Values and Principles, this effort will:

- Provide services as early as possible so children can be successful at home, in school, and in their communities.
- Make services available based on individual strengths and needs of the child and family.
- Maximize resources available to serve children across systems.

The wraparound initiative is designed to reach children and youth from birth to 18 who have emotional, behavioral or substance abuse related needs, and who touch at least two systems. This population includes children and youth who are at risk of developing problems, as well as those who already have a diagnosed problem.

From April to October 2007, hundreds of Oregonians were asked

what they thought about transforming Oregon's current approach to service delivery for children and youth with complex behavioral health needs. Their ideas were brought to the governor appointed Steering Committee for consideration and incorporation into a report submitted to Governor Kulongoski in December 2007.

Recommendations included:

- Serve all children in the target population.
- Generate family-driven and youth guided individual plans of care.
- Include culturally competent mental health, substance abuse and non-traditional services in the benefit plan.
- Blend funds at the state and local levels.
- Monitor outcomes and provide accountability through local electronic records.

This ambitious one-year project beginning July 2008 has a host of "deliverables," which include the following:

- Analyzing state-level contracts, administrative rules, statutes, federal regulations and identifying changes needed to implement the System of Care.
- Submitting a multi-biennial financing strategies document.
- Conducting a market assessment which includes data on prevalence, utilization, and unmet need.
- Conducting an information system assessment which includes recommendations related to billing service and outcome data.

- **Disproportionality Initiatives**

Oregon has embarked an ambitious set of strategic and intentional initiatives to address the minority over representation of children in our foster care system. In addition to the Casey Initiative and Oregon's Program Improvement Plan that both feature strategies that address minority representation, Oregon recently held the N8V Summit and passed Senate Bill 630.

N8V Summit

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

Senate Bill 630

Senate Bill 630 was passed by the Oregon legislature in June 2009. SB 630 creates a Task Force on disproportionality in the Child Welfare foster care system. The purposes of the task force are to study the reasons for the percentage difference between numbers of children of certain racial or ethnic backgrounds in the child welfare foster care system, compared to the number of those children in the general population, and to address the disproportionality through the development of a strategic plan. Specifically, the Task Force will study, assess and recommend strategies to enhance recruitment and retention efforts at the state and local levels to increase minority representation among foster parents, caseworkers, supervisors and managers in the Child Welfare system. Additionally, the Task Force will collect and analyze data to better assess the current and future concerns regarding the disproportionality of minorities in the Child Welfare foster care system. Finally, the Task Force will assess and

make recommendations concerning the reduction of disproportionality of minorities in the Child Welfare foster care system, make recommendations concerning staff and community partner training, and develop prevention strategies to prevent further minority over representation in the Child Welfare foster care system.

The Task Force consists of a 21 member team that will include a majority of members from minority populations, as will be represented by the following groups: A Senator; a member from the House of Representatives, the Judicial Department Member, the Commission on Children and Families, the education community, Oregon Youth Authority, Refugee Child Welfare Advisory Committee, a provider from mental health or drug and alcohol treatment community, a member of the community who is African American, a member of the community who is Native American, three members from child advocacy groups, a member from the Oregon University System, a member from the Public Defense Services Commission, two members who are foster parents, a representative from a federally recognized Oregon Tribal Child Welfare Program, a representative from Law Enforcement, and a representative from the Oregon Child Welfare Advisory Committee.

The Oregon's 2009- 2014 Child and Family Services Plan aspires to build on agency's strengths, connect current initiatives, strengthen agency capacity, strengthen professional development, improve social work interventions, expand community resources under limited economic times, and build stronger partnerships both within DHS and in the community.

MEASURE of PROGRESS

Oregon will continue to measure progress of the Child and Family Service Plan, using the quarterly PIP measures. Reporting will be based on either administrative data or data collected via case review using an abbreviated version of the CFSR case review tool.

Measures based on Administrative Data

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

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

The following items will be tracked using Federal CFSR composites:

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

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

Measures based on abbreviated CFSR Case Review

Oregon will use abbreviated CFSR case review data for items where administrative data are not sufficient or not available to address the item of concern.

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

Baseline Measurement

As with the PIP, to establish a baseline, reviewers will cover 120 cases in the 6 month period that encompasses January 2009 through June 2009. The period under review will be the 12 months prior to the date the case is read. The baseline case reading will be completed by June 30, 2009 and submitted by July 31, 2009. Subsequent case review data will be collected on a quarterly basis. Approximately 33% of the cases reviewed will be In Home cases and approximately 67% will be foster care cases. 30 of the 120 cases proposed for review will be from Multnomah. The remaining 80 cases will be drawn from Washington, Benton, Clackamas, Crook, Deschutes, Jefferson, Lane, Lincoln and Linn counties. The number of cases reviewed per county will be proportional to the number of Child Welfare supervisors in that county. A minimum of one case per county, and up to 30% of the foster care cases reviewed in each county, will be children/youth in APPLA plans. The number of APPLA cases reviewed will not exceed 30% of the cases reviewed in each county unless the sole case reviewed in a county takes us over the 30% maximum (in instances of very small counties), in which case we reserve the right to prioritize a topic more salient to that county.

On-going measurement using Case Review

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

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

District 1: Clatsop, Columbia, Tillamook
 District 2: Multnomah
 District 3: Marion, Polk, Yamhill
 District 4: Benton, Lincoln, Linn
 District 5: Lane
 District 6: Douglas
 District 7: Coos, Curry
 District 8: Jackson, Josephine

District 9: Gilliam, Hood River, Sherman, Wasco, Wheeler
 District 10: Crook, Deschutes, Jeferson
 District 11: Klamath, Lake
 District 12: Morrow, Umatilla
 District 13: Baker, Union, Wallowa
 District 14: Grant, Harney, Malheur
 District 15: Clackamas
 District 16: Washington

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

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

CONSULTATION and COORDINATION

Oregon's Program Improvement Plan set a foundation for our larger Child and Family Services Plan. Oregon engaged in a year long process with 154 community partners, treatment providers, stakeholders, tribal members and staff to develop our PIP and to give input on the Child and Family Services Plan. There were subsequent meetings with community partners to discuss the PIP and additions to the CFSP that included private non-profit providers, Juvenile Court representatives, Defense Attorney's, and Mental Health providers.

Consultation with the tribes included three separate meetings that included tribal representatives from Grande Ronde, Umatilla and Warm Springs.

Consultation with community providers occurred during 16 community focus groups, 3 parent groups and approximately 10 staff groups, who provided input on the future design of Family Based Services.

There was a two day facilitated session to gather input for the Independent Living Plan, which also provided input for the larger Child and Family Service Plan. That session was attended by current

and former foster youth, community service providers, and Child Welfare staff.

CHILD and FAMILY SERVICES CONTINUUM

DHS Child Welfare provides an array of services to families and children in need from family preservation and family support to family reunification, adoption and guardianship support and independent living services. Our services begin with funding provided to the Oregon Commission on Children and Families (OCCF) for their work in preventing child abuse and neglect. In addition, at-risk families are referred for preventive services by our community partners and other DHS programs.

Child Welfare professionals complete the intake, referral and assessment functions to identify safety risks, safety threats, parental protective capacity and appropriate services for the child(ren) and family. Services offered to intervene and prevent removal of the child(ren) or to assist in preparing the family for the return of the child(ren) include:

- Assessment of the family strengths, needs, and parental capacity
- Assessment of safety and the Safety meeting
- Supportive Remedial Day Care
- Group or individual counseling for family sexual abuse
- Parent training
- Intensive Family Services
- Intensive Home Based Services
- Family Decision Meetings
- Foster Care Prevention
- And an array of services designed to provide wrap-around services provided in a needs/strength based approach (System of Care)

DHS has begun a process to redesign the in-home service array available to more closely align with the needs of our families today.

Through the OCCF, a number of services are provided at the local level including:

- Court Appointed Special Advocated (CASA)
- Health Start voluntary home visiting and family support program
- Relief nurseries
- Pass through of IV-B funding to all nine federally recognized Oregon Tribes
- And other family support services

In addition, a full array of services are available for children entering Oregon's foster care system, including provision of foster care and medical coverage, permanency planning, independent living services (as age appropriate), adoption and adoption assistance services, a subsidized guardianship program, and post-adoptive resources. These services include:

- Family shelter care
- Professional shelter care
- Family foster care
- Relative family foster care
- Family group home care
- Residential treatment
- Subsidized independent living
- Psychiatric residential treatment
- Target planning and child consultation services
- And all of the services referenced above

All of these services work together and in concert with those provided by our community and DHS partners to help prevent child abuse and neglect, and to assist families to eliminate the factors leading to removal of their children, allowing as many children as possible to return to their family homes. When that is not possible,

the concurrent plan is implemented to achieve another permanency placement or independent living for children in our care and custody.

Adoption planning and support services include, but are not limited to:

- Post adoptive support services
- Purchased adoptive home studies
- Private adoption supervision and finalization services
- Diligent recruitment and supportive services

Independent Living services include:

- Transition services
- Employment
- Post-secondary preparation
- Mentors and Interactions with Dedicated Adults and Services to Former Foster Youth
- Life skills training
- Chafee Housing services to former foster youth

DHS introduced the Oregon Child Safety Model in 2007 which is the foundation for our work throughout the life of the case. It places child safety at the forefront of all DHS actions, but balances that priority with respect for families' dignity and an attempt to minimize the intrusiveness of the process. It reinforces more clearly the requirement that child welfare staff review, at every stage of a case, the need for continued intrusion in a family's life, while helping parents improve their ability to protect and safely parent their children. The model also includes a more comprehensive approach to the assessment of the parent's or caregiver's ability to act in a protective capacity by more clearly identifying conditions for safety within the family as well as conditions for return and the provision of any needed services.

DHS is also responsible for a number of support programs available to children and their families including:

- Family Support and Connections through the Self Sufficiency program

- Mental health services through AMH
- Alcohol and drug treatment services through AMH
- Medical and dental services through the Oregon Health Plan

In addition, the Statewide Children's Wraparound Initiative is building a community-based, coordinated system of services and supports for Oregon children with complex behavioral health needs and their families. Based on System of Care Values and Principles, this effort will:

- Provide services as early as possible so children can be successful at home, in school and in their communities.
- Make services available based on individual strengths and needs of the child and family.
- Maximize resources available to serve children across systems.

The wraparound initiative is designed to reach children and youth from birth to 18 who have emotional, behavioral or substance abuse related needs, and who touch at least two systems. This population includes children and youth who are at risk of developing problems, as well as those who already have a diagnosed problem.

SERVICE DESCRIPTION

INTENSIVE FAMILY SERVICES (IFS):

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

Contractor and DHS to allow for more intensified or varied IFS services.

INTENSIVE HOME-BASED SERVICES (IHS)

IHS Services ("Homebuilder" model) are crisis services provided to families/parents in the home when the safety, permanence or well-being of a child or children is threatened. The crisis may be due to unsafe housing, inappropriate discipline and child care, deficits in parenting skills and knowledge, or because a child has been neglected or abused. Some of the children may have been placed in DHS foster homes because the family is experiencing a crisis. Services build upon family strengths to increase safety and stability in the home and promote family independence.

FAMILY DECISION MEETING FACILITATION (FDM)

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

FAMILY SEX ABUSE TREATMENT (FSAT)

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

PARENT TRAINING SERVICES (PTS)

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

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

FAMILY DECISION MEETING FACILITATION (FDM)

Family Decision Meetings are not expected to receive allocations in future years due to a lack of designated Federal or State funding for these services. The discontinuation of IV-E Waiver funding for Family Decision Meetings at the end of this waiver period will significantly reduce this service as a separate contracted service, however child welfare workers may facilitate FDM's as staff time allows. Oregon statutes require "consideration" of Family Decision-making meetings whenever a child is placed in care for longer than 30 days, however current funding limitations limit the Department's ability to provide these services.

REDESIGN OF SERVICES:

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

Values:

1. The concepts of safety, permanency and well-being are best incorporated in services that promote a safe, supportive family and focus on the parent/child relationship.
2. Collaboration, coordination and communication are necessary elements to an effective child welfare service plan. As such, all efforts should be made to limit the fragmentation of service by

- limiting the number of provider changes and “wrapping” or tailoring services to the families’ individual strengths and needs.
3. Foster care is an extremely intrusive intervention for children and their families and should be used as a last resort and in a limited way. Effort should be made to provide services that allow children to remain safely at home, or be safely returned as soon as possible. Special consideration should be given to a families’ cultural preference.
 4. DHS staff and contracted providers must have the skills and abilities to ensure the protection of children while engaging parents.

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

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

Parent-child connections:

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

Parent-child relationship and interaction supports (parent education)

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

Service Models:

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

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

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

Contracting and Business Processes

- New Requests for Proposals will incorporate these concepts into revised contracts expected to be in place by July 1, 2010.
- Services are coordinated and don't duplicate other DHS or community services.
- Contracts are developed using procedures to minimize administrative costs for DHS and providers.

- Contracts are created to maximize accountability and performance outcomes while avoiding administrative costs of hourly or piecework billing systems.

Oregon Safety Model Additions:

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

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

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

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

The safety services identified in the Department's Child Welfare safety plan are designed to control for the safety of the children in the home, while maintaining the family intact. Consistent with this, the focus of the safety services is the entire family unit, thus including all adults and children residing in the home. Safety services will include a comprehensive, often innovative

combination of concrete and clinical services designed to fit the particular needs of each family served. Safety services are interventions designed to protect children while promoting family strength and stability and access to necessary long-term supports and resources. These services will be delivered across a broad range of programs and providers, including formal service systems, community- and faith-based resources, volunteer organizations, and the natural supports of families.

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

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

Adoption Promotion and Support Services

Oregon Post Adoption Resource Center (ORPARC)

Since 1999, the department has responded in a variety of ways to the ASFA requirement that states sustain permanency plans for children in the state's custody who are unable to reunite with their families. One of the most successful programmatic responses has been the development and continuous operation of a contract for a post adoption resource center that provides professional support services to Oregon adoptive families of children from the public child welfare system.

The ongoing contract award has been with Northwest Resource Associates of Seattle, which also operates the Northwest Adoption Exchange as one adoptive family recruitment tool used by Oregon.

A significant percentage of Oregon's IV-B Subpart 2 funds earmarked for adoption promotion and support activities have been dedicated to a specific program, the Oregon Post Adoption Resource Center, since it officially commenced serving families in October, 1999. The center contract has been re-awarded and extended and the current five year contract is for \$2, 733, 507.

The objectives of the program include:

- Enhancement of the stability and functioning of adoptive families and their adopted children;
- Enhancement of the stability and functioning of pre-adoptive families pending finalization;
- Enhancement of the stability and functioning of families establishing guardianships and established guardianships;
- Reduction of the incidents of crisis and unnecessary out-of-home placements of children adopted from the public child welfare system;
- Provision of a support network that is responsive to the varying needs of families in an individualized way that is consistent with Strengths/Needs Based System of Care values.

The ongoing, primary activities of ORPARC continue as follows:

- A. Information and referral services to adoptive families, adopted children, and adoption professionals on a statewide, toll-free telephone number, through a Internet website and email address, and on a walk-in basis at their Portland, OR, offices.
- B. In-depth follow-up consultation services with adoptive families needing assistance beyond information and referral services intended to avert or effectively respond to imminent and current adoptive family crises.
- C. Training offered statewide and free-of-charge to adoptive families and adoption professionals on a variety of adoption-related topics.
- D. A library with materials to lend (books, videos, audio tapes) and non-return packets on specific "hot" adoption topics.

- E. Assistance to adoptive families seeking to establish or connect with adoption support groups.

ORPARC's services are coordinated with DHS' in-house, post-adoption services that consist primarily of Adoption Assistance and assistance to families in crisis (i.e., child protection issues and assistance with temporary placement into residential treatment facilities, when indicated, for adopted children – these services are available to adoptive families just as they are available to all Oregonians and do not take into account a child's status as an adoptee from the state public agency, a private agency, or through an international adoption).

ORPARC's activities and services are coordinated with those offered by Northwest Adoptive Family Association (NAFA), which is parent-operated. Together, these entities have provided a fairly comprehensive set of services for an estimated 4500 Oregon families who have adopted children from the public child welfare system in Oregon or another state.

Service eligibility for adoptive families expanded pursuant to the last procurement of this contract in 2004 to include adoptive families of children from Oregon DHS who reside in an adjoining state and are within 25 miles of the Oregon border.

The targeted outcomes for services provided to adoptive, pre-adoptive and guardian families are more qualitative than quantitative. Nonetheless, in a first time effort to capture the effectiveness of these services, the following four outcome measures were included in the last RFP:

- A. The number of requests to DHS for post-legal dissolutions of DHS adoptions;
- B. The number of requests to terminate guardianships of children placed and subsidized by DHS;
- C. The number of complaints received by DHS and the Oregon Children's Ombudsmen's Office from qualified adoptive and

- guardian families regarding the lack of availability of services to support their adoptions or guardianships; and
- D. The number of adoptive and guardian families returning to DHS for crisis services.

Post-Graduate Certificate Program in Therapy with Adoptive Families

The Post-Graduate Certificate Program in Therapy with Adoptive Families was initiated by DHS in late 2002, in response to Oregon's 2001 onsite federal Child and Family Services Review. The Review noted the need for increased availability and competency of mental health services to the families and children served by DHS and the resulting program is modeled on similar programs in the states of Washington and New Jersey.

The Certificate Program is offered by the Child Welfare Partnership, a long-time collaboration between DHS and the Portland State University (PSU) Graduate School of Social Work, and the PSU Graduate School of Education. It is intended for masters or doctoral level mental health professionals whose practice includes working with foster and adoptive families and their children. However, training can be accessed by department casework and supervisory staff when seats are available. Because many, but not all, of these families rely on Medicaid as their primary health insurance for their adopted children, a criteria for admission to the Certificate Program is acceptance of medical cards or willingness to become a Medicaid provider.

DHS switched the funding source for the Certificate Program from IV-B subpart 2 to Title IV-E Training resources. Funds support a staff position to manage the program and facilitate an executive advisory committee comprised of representation from the department and PSU that provides oversight for the Certificate Program that focuses on the following six areas identified by Casey Family Services in a 2004 white paper entitled "Promising Practices in Adoption-Competent Mental Health Services:"

1. Strengthened family integration;
2. Strengthened attachments between the child and the family;
3. Strengthened family functioning;
4. Strengthened parental entitlement and claiming of their adopted child;
5. Strengthened identity formation of family members; and
6. Strengthened community networks.

Training is provided through a rich curriculum presented by a combination of state and nationally-recognized faculty. The curriculum has continued to be strengthened as a result of advisory committee oversight and a primary emphasis has been placed on evidence-based practice in the past five years.

Diligent Recruitment

The Oregon Department of Human Services is emphasizing targeted recruitment to ensure there are adequate foster care resources to meet the placement needs of all children in need of a safe and stable foster home.

The department commits IV-B subpart 2 adoption promotion and support funds to purchase contracted general, targeted and child specific adoption recruitment activities focusing both on in-state and out-of-state families in an effort to increase the pool of prospective adoptive families available to Oregon's children who are freed for adoption. The contracted services also promote achievement of Adoption and Safe Families Act standards for length of time to adoption.

During the recent 3 years Oregon redesigned the recruitment strategies through external contracts with community partners. This redesign changed the focus of the recruitment work to be more specific to; Target, General and Child Specific. The focus on targeted recruitment has enabled recruitment plans to be created at the local level with a local needs assessment while the Child Specific has a focus more on the electronic outreach methods.

During FFY 2008 13,965 children spent at least one day in foster care which in this case includes all types of out of home care. In FFY 2008 there were 1,877 new foster homes certified statewide; 382 of these homes were regular foster homes and 1,495 special foster homes which are homes certified specially for relative children or children with whom the adult(s) had a relationship. In total there were 4,735 certified foster homes in FFY 2008; 2,137 foster homes closed during this same period. In Oregon the most pressing foster home needs are listed below by category:

- Foster families who are able to take sibling groups
- Foster families that represent same or similar race and or culture of foster children; specifically Native American and African American families.
- Placement with relatives or someone the children already know
- Skilled families available for teens

9/30/08 – Percent of children in foster care by race

	African American	Asian	Caucasian	Hispanic (any race)	Native American	Pacific Islander	Unknown	Total
State Total	8%	.83%	61%	9%	10%	.35%	10%	100%

9/30/07 – Percent of certified foster families by race/ethnicity

	African American	Asian/Pacific Islander	Caucasian	Hispanic Any race	Native American	Multi-racial	Unknown	Total
State Total	5.6%	.5%	77.1%	4.7%	1.7%	7.8%	2.6%	100%

Typically larger sibling groups are may need to be separated into different foster homes due to the number in a sibling group or complexity of needs of the siblings. From data collected September 30, 2008 there were 3,921 children in family foster care with siblings who were also in foster care. Of the children with siblings 80.2% were placed with at least one other sibling.

Sibling Group Size	Total Children	Total >=1 siblings place together	Children not placed with any sibling	% of children placed with at least one sibling
2	1,964	1,410	554	71.8%
3	1,134	1,020	114	89%
4	492	452	40	91.9%
5	215	160	55	74.4%
6	84	72	12	85%
7	14	14	-	100%
9	18	18	-	100%
Total	3,921	3,145	775	80.2%

A contract was awarded to Boys and Girls Aid Society of Oregon (BGAID). Staff for this contract includes a Program Marketing and Recruitment Supervisor; one Recruitment Project Coordinator; two Regional Recruitment Coordinators. The recruitment coordinators are each assigned designated Districts.

Their responsibilities are:

- Establishing, maintaining, coordinating and supporting the District Recruitment Action Teams.
- Implementing District Recruitment Plans.
- Develop initial recruitment plans and establish the infrastructure and activities to create a 'model' for districts phasing in.
- Guiding Recruitment Action Teams to be fully functioning teams with team members consisting of agency staff, community partners and representatives from the local business community.
- Targeted recruitment plans are to be updated every six months.

- Implement Targeted Recruitment Plans and ensure accountability. Coordinators have the responsibility to assure services, programs and efforts are sustained.

Targeted recruitment plans will focus on families who reflect the areas ethnic or racial population of children in DSHS legal care and custody. The contractor and the District Recruitment Action Teams are provided data summarizing home addresses of children in care; number of regular and special certified foster homes; age breakdown of children in care; ethnicity of children in care and the ethnicity of foster homes in the District; sibling groups – number in care, how many siblings are separated. District Recruitment Plans

Developing a neighborhood based foster care system is the basis which allows children to remain in their neighborhood or school when coming into the care and legal custody of DHS. The BGAID will also use current data to develop District maps to show where foster homes are located and the home addresses of children in care. There are mapping iterations which also can be customized to individual requests of Districts.

Each District submits a Targeted Recruitment Plan every six months. Plans include Recruitment Action Team membership, the type of foster home being recruited based on District data, target number, recruitment activities and progress made based on District data. Each District will select one agency point person who will represent the District on the state Recruitment Advisory Committee. The role of this committee is to assist and oversee Oregon recruitment activities and the recruitment contract for foster and adoptive families. The on going committee responsibilities is to review previous recruitment efforts, analyze current needs and plan future efforts. The committee will review contractor plans and provide direction based on district needs.

The Recruitment Advisory Committee meets quarterly and consists of approximately 24 members. Statewide cross representation include two to three foster parents and adoptive parent representatives (3), one department representative from each District (16), foster care

program and adoption program representatives (2), one representative of the Development Disabilities program (1), one representative from Child Welfare research program (1) and representative(s) of the state recruitment contract(s). Committee members may be involved in their local recruitment planning efforts, and in the review and planning of statewide recruitment efforts by sharing and identifying of cross departmental, community resources and other initiative linkages.

Oregon does not have enough Native American foster homes to care for the number of Native American children in the care and custody of DHS. A recruitment coordinator for BGAID is Native American and has important contacts within the Native American Community and has formed a Native American Recruitment Committee. Currently there are 16 participants, including representation from the DHS, ICWA unit, NAYA (Native American youth and family services group), NARA (Native American Rehabilitation Association) and a Native American foster parent. Some participants are enrolled tribal members of various Native nations, which included Chickasaw Nation, Cherokee Nation, Navajo Nation, Umatilla, White Earth Ojibwe, and Blackfeet Nation.

The committee's main focus is creating Native American recruitment materials with a culturally sensitive and culturally sound foundation. An elder advocate for NARA, is providing insight on the ways in which Native Americans view the world and what speaks to the various generations of Native people. He also gave a very personal account of his experiences in Indian Child Welfare. Members have offered to assist with obtaining photos of Native American families for the materials to be created.

The department intends to continue to utilize tools developed by AdoptUSKids Campaign, consultation and technical assistance from the National Child Welfare Resource Centers for Adoption and for Permanent Planning, standing recommendations from the state's *Recruitment Response Team*, recommendations from the DHS Child Welfare Advisory Committee, and leadership provided by the

department's Adoption and Foster Care Program managers in order to maintain agency and stakeholder focus on diligent recruitment.

Furthermore, recruitment policy, procedure, and Rule will be considered for inclusion of any new guidelines from the Children's Bureau and will reflect any actions addressing findings from the 2008 and future Child and Family Services Reviews.

Recruitment Approach

The department believes that separation of recruitment functions improves our continued efforts to meet two federal goals: overcoming geographic barriers to adoption through the activity of linking waiting Oregon children with prospective adoptive families from across the country and increasing the State's diligent recruitment of families who reflect the racial and ethnic composition of children needing placement services. As a result, DHS is currently using three recruitment resources, Boys and Girls Aid Society (BGAID), A Family for Every Child (AFFEC) and Boise Wednesday's Child.

DHS overall recruitment goals include:

1. Provide each district standard information about foster care and adoption in the state to use in local recruitment efforts.
2. Generate increased awareness and positive images of foster care and adoption.
3. Enhance public access to information about DHS foster care and adoption in Oregon
4. Use nationally recognized Adoption Month and Foster Care Month to recruit for Resource Families.

BGAID, with input by the Recruitment Advisory Committee, will develop a theme that will echo throughout the recruitment strategies and support the general recruitment campaign. The focus will be raising awareness of the need for resource families and inspire people to take action. The theme will be featured in materials

produced to support recruitment, including the website, print materials and public service announcements.

BGAID continues to conduct general applicant recruitment and they will recruit for targeted populations. The department's current initiative with Casey to reduce disproportionality and disparity in foster care will likely, positively impact adoption recruitment and it is expected that information from the Decision-Point Analysis and the work of the task force around these issues will inform BGAS' target recruitment efforts.

A Family for Every Child

In late 2008, the department reconfigured contractual arrangements for recruitment and the subsequent RFP process resulted in two vendor contracts for this purpose. A Family For Every Child (AFFEC) was awarded a one year, \$185,000 contract for child-specific recruitment.

AFFEC's efforts to accomplish the second goal should be achieved through their plan to increase the number of waiting children who are featured in the ***Family Matters*** recruitment newsletter that goes to a broad mailing list of churches and organizations which can assist in identification of potential family resources. AFFEC also does individual recruitment plans for specific children and they are delivering the new "Foundations" curriculum for adoptive families. AFFEC is also expected to work with "*The Oregonian*" newspaper, the state's largest daily publication, to utilize free column space offered to the department for child-specific recruitment, when it is available (although it appears that this offer may be withdrawn at least temporarily due to prevailing business needs of the newspaper).

Boise Wednesday's Child

Since 2004, the department has also committed funding in the amount of \$57,6464 for 2005-2009 that will be extended. The contract purchases child-specific recruitment services from the Boise, Idaho, Wednesday's Child Program, in collaboration with the Idaho

public child welfare agency. This is another activity intended to address federal permanency outcomes for children. Funds pay for identification and preparation of children best-suited for the program and costs associated with connecting children to the program.

Website

Planning is underway to create an independent website dedicated solely to information on DHS foster care and adoption. This new site would clearly provide appropriate information, but also be linked to the existing DHS website.

The primary focus of the website will be:

- Describing the need for foster and adoptive families
- Success stories/outstanding resource families
- News stories or pieces reprinted with permission
- Requirements of becoming foster and adoptive parents
- Step by step process of becoming certified
- Training schedules
- Upcoming events

If possible, the site will have a state map with the ability to click in each county, with information for each on training schedules or processes.

Inquiry Line

When a prospective Foster or Adoptive family calls the 1-800-331-0503 Statewide Inquiry Line, they are given appropriate information and connected with a DHS worker in their district for follow up. They are also mailed out a packet of information which includes a newly design and updated booklet; *An Introduction to Becoming a Foster or Adoptive Family*.

The focus is on answering questions to the satisfaction of potential foster and adoptive parents on what the requirements are to become foster parents, the children that are in the foster care system, and where to get more information.

National Foster Care Month

Around the state local offices hold different events in May to honor current foster families as well as raise awareness within the community.

Boys & Girls Aid will use all of the media that is employed for recruitment to highlight this special month.

1. The home page of the website will focus on National Foster Care Month. The website will also include information on activities in celebration of National Foster Care Month going on throughout the state.
2. Public Service Announcements honoring foster parents and inviting the public to call the 1-800 number will be offered to radio stations throughout the state.
3. BGAID can design notices to publicize special events taking place.
4. BGAID will create and distribute core messages and current information on foster care in Oregon that can be used in each district to promote the month and foster care.

National Adoption Month

National Adoption Month in November is an opportunity to highlight the children awaiting adoption in Oregon which is an opportunity to:

- Celebrate successful adoptions, thereby setting the expectation that adoptions of Special Needs children can be successful.
- Raise awareness about the children awaiting adoption in Oregon and portray these children to the public.
- Drive interested families to make an initial call to the 1-800 telephone line.

Boys & Girls Aid will use all of the media that is employed for recruitment to highlight this special month.

1. The home page of the website will focus on National Adoption Month. The website will also include information on activities in celebration of National Adoption month occurring throughout the state and will link visitors to other websites highlighting national activities.
2. Public Service Announcements highlighting adoption and inviting the public to call the 1-800 number will be offered to radio stations throughout the state.
3. BGAID will create and distribute core messages and current information on foster care in Oregon that can be used in each district to promote Special Needs Adoption.
4. BGAID will create posters that will be distributed to each of the districts to display and post in the community.

Business Support for General Recruitment

The Citizens Crime Commission, a Portland downtown business association in partnership with Boys and Girls Aid is launching a major foster family general recruitment effort. Over the next several months Entercom Communications Corporation has reserved 3,600 public services radio announcement spots for general recruitment. Television spots are also being developed.

Oregon's efforts the past few years in focusing on targeted recruitment using timely data and utilizing the expertise of youth, foster parents, other individuals and organizations within the communities has started to establish a sustainable infrastructure for ongoing recruitment in Oregon. In conjunction with the states focus to increase relative care placements by 50% by 2011, Oregon anticipates the continued need to of focus toward; siblings, youth, and families of color being the primary need for foster and adoptive families.

The previous Five Year Child and Family Services Plan spoke to folding five categories into the diligent recruitment plan, to include Foundation for effective recruitment, Assessing organizational capacity, Recruitment initiatives and capability, Recruitment related services to parents for initial inquiry to placement, and Tracking and evaluation. The department will continue the following activities

within each of these areas through the next five years of its Child and Family Services Plan.

Goals and Objectives

Safety

Goal: Provide for the safety of children while they are placed in foster care.

Objective: Provide ongoing consultation regarding policy and best practice for responding to allegations of abuse and neglect in certified foster homes.

Objective: Provide problem solving to the field regarding how to best conduct CPS assessments of certified foster homes.

Objective: Continue to assess the states process and make improvements as needed to keep a state of the art, consistent process for responding to allegations of abuse and neglect in certified foster homes.

Resources

Goal: Create a Foundation for effective recruitment

Objective: Rebuild connections with AdoptUSKids initiatives and incorporate national activities into the Oregon structure and state planning.

Objective: Utilize evidence-based recruitment strategies that will be mutually compatible with current Casey and NGA initiatives in foster care. Focus efforts 15% of the time on general recruitment, 25% on child-specific recruitment, and 60% on targeted recruitment.

Objective: Promote practice across child welfare that staff share the responsibility for recruitment of families.

Goal: Assess organizational capacity

Objective: Extensively participate in the development activities required to incorporate the Adoption Recruitment Management System (ARMS), Search/Registry, and Independent Adoptions data bases into the new Oregon SACWIS, OR-KIDS, as well as all other functionality necessary to support timely and expeditious freeing and placing of children.

Objective: Continue to participate in the LEAN model for process evaluation and redesign through RPIs for both Adoption Program Office functionality and field adoption process functionality.

Objective: Evaluate workload of field and program office staff and continue to consider how stakeholders can supplement staff recruitment efforts.

Goal: Improve recruitment initiatives and capability

Objective: Continue to promote and support local partnerships that support, recruit, and retain families for children. Much of this work will continue through child-centered, community-based planning and continued use of contracting with private entities where appropriate and within budgetary limitations for specific services.

Objective: Increase our capacity for culturally specific foster homes for children who need foster care placements.

Objective: Continue to use tools and lessons learned from various parallel Oregon child welfare initiatives.

Goal: Improve recruitment related services to parents from initial inquiry to placement.

Objective: A Family for Every Child (AFFEC), Boys and Girls Aid Society, and Northwest Adoption Exchange will be tracking movement of families through the process.

BGAS will continue to operate the consolidated Foster and adoption recruitment inquiry line, that has a data base that can cross-reference with DHS databases for the purpose of tracking families from inquiry to placement.

Objective: BGAS, as AdoptUSKids contractor, will provide enhanced tracking of inquiries using standards and practices required by AdoptUSKids.

Objective: Continue to monitor delivery of Foundations Training for adoptive parents by AFFEC and work with the contractor to make adjustments in the curriculum and delivery model, as needed.

Objective: Promote mentoring for families going through the orientation and training processes for adoption.

Goal: Continue to tracking and evaluate progress

Objective: Continue tracking adoption inquiries through the inquiry line, to include a follow-up call and reports.

Objective: Assess whether the inquiry line system can be incorporated into the SACWIS system

DECISION MAKING PROCESS

The Oregon Commission on Children and Families (OCCF), through an intergovernmental agreement with the Department of Human Services, distributes funding through its network of 36 county local commissions on children and families (LCCF). Neither the OCCF nor the LCCFs provide direct services. LCCFs are statutorily responsible to lead a process to develop and expand local coordinated comprehensive plans for children and families that connect state and local planning processes for children and families. While the focus for OCCF is primarily prevention, local planning and plan

implementation are conducted across the continuum of prevention, intervention and treatment.

Comprehensive plans for children and families are updated every two years. In the planning process, LCCFs convene community partners including local government, private non-profits, families, youth, faith communities and businesses to identify the resources, strengths, weaknesses, gaps and barriers that exist for each county's children and families. Communities select one to five of the issues as "focus issues" or those that, as a community, the partners will work together to affect a common outcome. This, however, does not mean that individual organizations cannot use funding to address other identified issues in the community.

Funding for OCCF programs and activities comes primarily from state and federal government sources. The majority of the funds pass directly through the state Commission to the 36 local commissions on children and families—one in each county. At the county level, these funds are distributed, based on the counties' local comprehensive plans for children and families, to community-based initiatives, projects and programs that are planned, selected and developed by community members and community partners. Funding provided to counties from the State Commission on Children and Families are meant to be catalytic and leverage other community resources. Rarely are funds invested locally from the State Commission the single source of funding for a program or activity. Even so, programs or providers that receive funding must sign contracts that require tracking and reporting of results to local commissions and subsequently to the State Commission, including program and individual outcomes.

Local commissions, through their local funding process, provide public notice to the communities that funding is available for family support programs, activities and initiatives. Federal guidance on the definition of family support is used to determine whether or not a program qualifies for family support funding. Applications or requests for proposals are evaluated and scored following each county's local criteria using an open and public process.

A portion of Oregon's family support funding is set-aside and reserved for Oregon's nine federally-recognized tribes. Each tribe receives an equal portion of federal family support funding and guidance on how the funds are to be used. To receive federal family support funding, tribes must submit a family support plan including a budget for how the funds will be expended on family support services, programs, initiatives or activities. Applications for funding from the tribes must also meet the federal definition of family support and be expended in accordance with federal guidelines.

COORDINATION with TRIBES

Tribal Consultation

The value of consultation with the Oregon Tribes is not a one time occurrence but a process of on-going consultation throughout the year which is inclusive of Tribal representation through numerous forums. Participation and consultation of Tribal representatives is an important process. Numerous opportunities are in effect that provides for consultation and collaboration with Oregon Tribes. Some of the structured involvement is through Title IV-B child welfare plan development, SB770, Health Cluster Quarterly meetings, ICWA Quarterly Advisory Committee meetings, Quarterly ICWA Regional Liaison meetings, Tribal representation on statewide Child Welfare Advisory Committee, ICWA conference planning committee, Native American ILP conference planning committee, and other special initiatives.

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

Quarterly ICWA Advisory Committee

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

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

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

Senate Bill 770 Health Services Cluster Meetings

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

Field Office ICWA Liaisons

There are currently 65 ICWA liaisons statewide, whom are a resource for local staff regarding ICWA requirements, compliance and Tribal issues. The ICWA liaison is an initial contact for local Tribal child welfare staff and local DHS staff to consult on cases and resolve issues. In addition, District 02 (Multnomah County) and District 03 (Marion, Polk and Yamhill Counties) have ICWA units responsible for on-going services for Native American families. Statewide ICWA

training and meetings are held throughout the year. The ICWA Manager has the overall responsibility regarding statewide policy and compliance, but it is important for all of CAF to be responsible and accountable for ICWA compliance.

District Managers Collaboration with Oregon Tribes

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

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

Consultation and Collaboration with Central Office DHS

The co-chair of the ICWA Tribal/State advisory committee is the representative to the statewide Child Welfare Advisory Committee, which is a statutory committee. Administration and program managers attend the Quarterly ICWA Tribal/State advisory meetings. Administrators have also recruited Tribal participation on DHS committees which effect policy.

Tribal Agreements

DHS/CAF currently has six intergovernmental Title IV-E Agreements. These agreements include the opportunity for the Tribes to receive Title IV-E administration, training and foster care maintenance resources. The administrative and training resources require implementation of a time study for two weeks out of each quarter.

There are also five intergovernmental ICWA Agreements in place. DHS is currently working with all the nine Oregon Tribes to update signed ICWA agreements. Access to other state and federal resources are also in place and accessible by all of the Oregon Tribes, including: System of Care (SOC), IV-E waiver, Title IV-B and Title XX and ILP. The agency provides technical assistance to the Tribes for all agreements and contracts.

ICWA Compliance

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

Oregon Tribal Child Safety & Risk Assessment Curriculum

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

Identification Process

Oregon law, rules and policy require an inquiry for Indian ancestry of every parent or custodian and child at the beginning of DHS Child Welfare intervention or assessment. This applies to voluntary and

involuntary cases, regardless of whether a child is taken into protective custody. CAF Form 1270 is the instrument for gathering and documenting DHS efforts to obtain required information, and, when applicable, to initiate a diligent search process to determine ICWA eligibility. ICWA search clerks were implemented at local offices to assist caseworkers in identifying Indian children more timely. A desk reference manual has been developed for the search clerks for consistency and compliance with ICWA identification and process. Search clerks throughout the state receive training and technical assistance and the Multnomah County area search clerks are meeting quarterly. Periodic meetings with search staff in other parts of the state are being implemented due to the success of the Multnomah County area meetings. The Multnomah County area has a higher percentage of identified Native American children than other areas of the state. Case practice guidelines and HB2611 establish that a suspected ICWA case be treated as an ICWA case until and unless it is determined that a child is not ICWA eligible.

Timely notification to the child's Tribe regarding DHS intervention is mandated. DHS workers are also required to identify an expert witness, preferably from the child's Tribe or in consultation with the Tribe, to testify at the initial jurisdictional hearing. Expert witness identification by Tribes out-of-state is an issue, since the Tribes don't always respond and provide an expert witness to testify. This creates an issue requiring the agency and the courts to have a professional testify as an expert witness. A committee of tribal representatives and DHS staff has been formed to implement a plan to identify and maintain an accurate up to date listing of expert witnesses both for in state and out-of-state tribes.

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