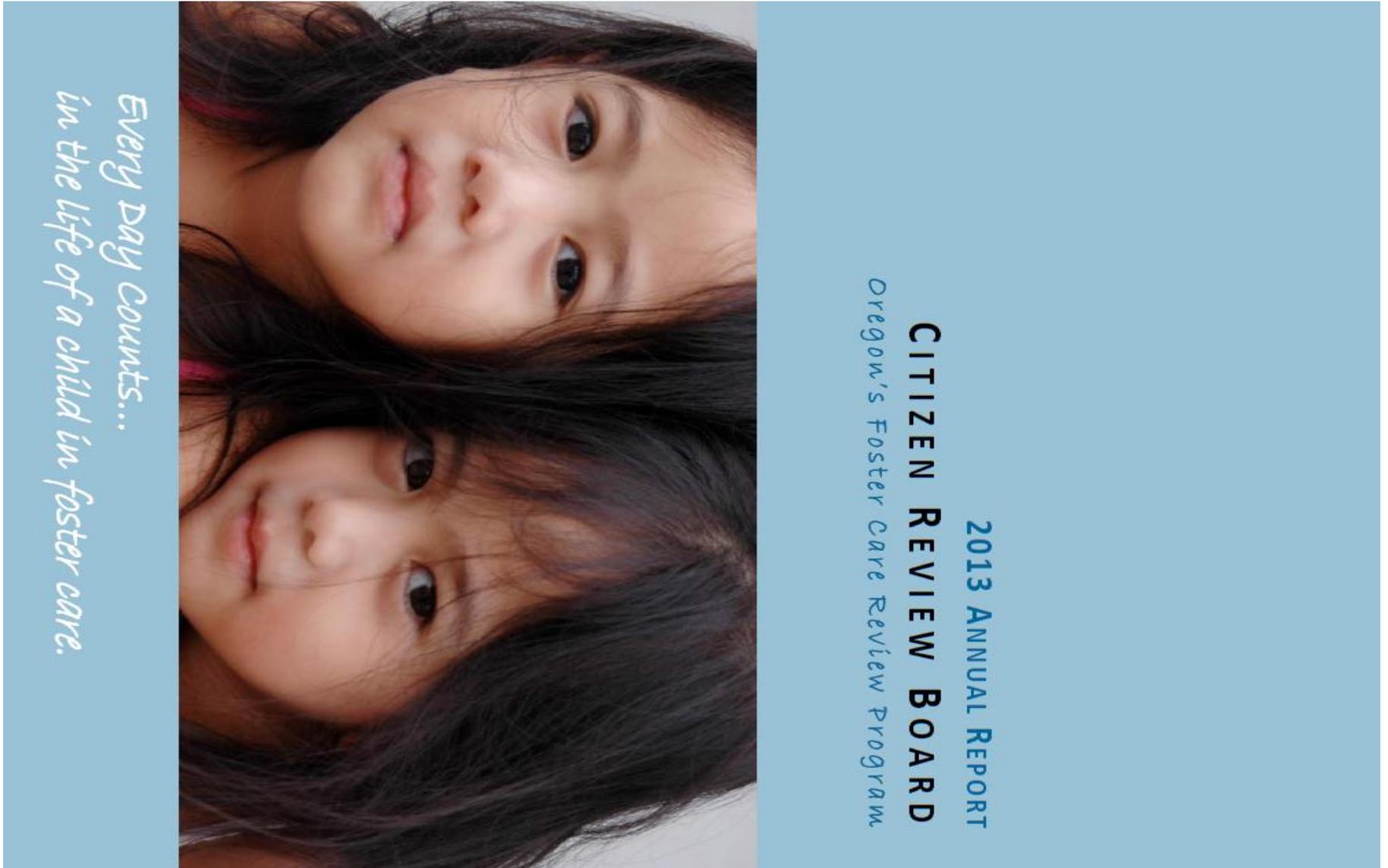


# SPECIAL REPORTS

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## *Citizen Review Board 2013 Annual Report*



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## MESSAGE FROM THE DIRECTOR

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Leola McKenzie  
Director of Juvenile Court Programs

For the Citizen Review Board (CRB), 2013 marked a year of stability following almost four years of difficult budget reductions. We used this time to strengthen our program by focusing attention and resources on recruiting volunteers in areas with high board member vacancies and improving the overall quality and accessibility of volunteer board member trainings. I am excited that our program has used videoconference technology to bring more board member orientation trainings to the rural parts of our state, and how our new online training modules will enable prospective volunteers to complete parts of the orientation training at home and at their own pace. I am also proud that with the assistance of Portland State University's Trauma Informed Care Project, our CRB reviews have become more effective and less traumatizing to the vulnerable children and parents who attend.

This was the second year the CRB has been responsible for meeting the requirement of the federal Child Abuse Prevention and Treatment Act (CAPTA) that each state establish three citizen review panels to evaluate state and local child welfare practices and make recommendations for improvement. We learned from the first year the importance of having community partners fully engaged in the process and ensured that, in 2013, our panels included representatives from child welfare, public defense, and court appointed special advocates. I was pleased and humbled how the child welfare community in Deschutes, Lane, and Lincoln counties embraced the work of the panels and contributed to their success. For example, Lane County child welfare workers completed lengthy surveys on 188 randomly selected cases so panel members could learn more about visitation practices and how they evolve over the life of a case.

On behalf of the CRB, I would like to thank all of the volunteer board members and community partners who served on one of the CAPTA citizen review panels as well as all the local child welfare staff and community partners who attended the panels' meetings and contributed to their work. We learned a great deal and are looking forward to how the panels' recommendations will contribute to local system improvements.

The following annual report contains information about our reviews and volunteer board members, the various projects and initiatives we undertook in the 2013 calendar year, and the findings and recommendations of the CAPTA citizen review panels. It has been an exciting year and I am grateful to be part of such important work.

Sincerely,

*Leola L. McKenzie*

Leola L. McKenzie  
Juvenile Court Programs Director  
Oregon Judicial Department



## 2013 AT A GLANCE

### Trauma Informed Reviews

In 2013, Juvenile Court Programs contracted with Portland State University's Trauma Informed Care Project to improve the effectiveness of CRB reviews by finding ways to make them less traumatic for the parties who attend, particularly parents and children. Mandy Davis and Diane Yatchmenoff of Portland State University observed several boards and, based on those observations, developed a list of several program practices in need of modification to better accommodate individuals with a history of trauma. Ms. Davis delivered the keynote address at the CRB's Annual Conference, explaining the basic concepts of trauma informed care, and outlining how the CRB can modify its practices to reduce the possibility of re-traumatizing participants. Many of the techniques she discussed also serve to enhance participation of parents and children during reviews.

The presentation was videotaped for board members who were not able to attend the conference. Field staff also carried the information back to local boards and worked with board members to implement the recommended changes. Additionally, a small group of staff were tasked with revising various CRB forms in light of the recommendations. Final versions of the forms were approved in 2014 and have been implemented.

### More Accessible Orientation Trainings

CRB continued efforts to recruit and train new board members during 2013. Over the course of the year, the CRB held eight two-day orientation trainings. The orientation provides prospective board members with training on state and federal dependency law, required legal findings in CRB reviews, and board processes and procedures. It also includes two mock reviews, allowing board members to practice skills prior to being placed on a board. During 2013, 81 prospective board members were referred by field managers for training, and 67 completed the training and were sworn in as board members.

Sandra White Hawk presenting  
at the 2013 CRB conference



The CRB has one dedicated staff person who conducts orientation training for every new board member in the state. In an effort to reach as many volunteers as possible with limited staff resources, the program began regularly offering orientation training through videoconferencing in multiple parts of the state. Almost half of the trainings held in 2013 included one satellite site connected by videoconference.

The CRB continues to explore technology as a way to reach more volunteers throughout all pockets of the state. The program began planning for the development of additional e-learning modules, which will allow prospective board members to complete portions of the orientation training remotely. In November 2013, an outline of the project was developed, providing the framework for completion of the modules. A plan is in place to complete the modules and make them available for prospective board member use in 2014. Online availability of training will provide reader access to training resources at times that are more convenient to volunteers, eliminating a potential barrier to service for some prospective volunteers.

### CRB Annual Conference

The CRB kicked off National Foster Care month with the 2013 CRB Annual Conference, "Every Day Counts" on May 3rd and 4th, at the Sheraton Portland Airport Hotel. The conference began with a keynote

## SPECIAL REPORTS

presentation from trauma expert Mandy Davis, who explained how service systems can unknowingly re-traumatize survivors of complex trauma, and offered strategies that board members can use to reduce re-traumatization. Chief Justice Balmer spoke at the Volunteer Appreciation Dinner, noting the valuable contribution board members make to ensure permanency and well being for children in foster care.

On the second day of the conference, board members heard from Sandra White Hawk about her personal experience with the past U.S. practice of systemic removal of First Nations (Indian) children from their homes, and the impact these practices have had on First Nations children, their parents, and communities. Her presentation was followed with an overview of the legal requirements of the Indian Child Welfare Act.

Consistent with past tradition at the conference, volunteer board members and CRB field staff donated baskets for a raffle to raise money for scholarships to Camp To Belong, an organization that offers summer camp opportunities for siblings who have been separated in foster care. Through the raffle and related fundraising efforts, a total of \$4,600 was raised, enough to send seven children to camp.

During the two day conference, participants had a total of 16 break-out sessions to choose from, ranging from law and policy, board process and decision making, child well being and attachment, educational outcomes, disability and aging out. Over 200 CRB volunteer board members and staff, child welfare stakeholders, and presenters attended the conference.

### Volunteer Recruitment

Throughout 2013, the CRB focused a great deal of attention on volunteer recruitment. The number of active volunteer board members and board member attendance was closely tracked in monthly reports. Field staff of “vulnerable” boards (i.e., those having only 3 active members or 2 consecutive months of only 2 members present) were prompted by supervisory staff to increase recruitment efforts. Field staff of boards in “crisis” (i.e., those having 2 or less active members or 2 or less members in attendance for the last 3 or more months) were tasked with developing specific recruitment plans and received enhanced support from the CRB Volunteer Resource Coordinator. That enhanced support included sending mailers to community organizations, contacting local press, and creating posters for community bulletin boards.

### Planning a New Computer System

The CRB uses a sophisticated computer system called JOIN (Juvenile OJIN Integrated Network) to track cases of children in foster care, schedule CRB reviews, and collect various other data. In 2013, the CRB was informed that the platform hosting JOIN would be going away once all the circuit courts had transitioned to Odyssey, the Judicial Department’s new computer system. This combined with problems JOIN had been experiencing since implementation of ORKids, child welfare’s new computer system, prompted the CRB to make the decision to replace JOIN entirely.

A team of CRB staff was assembled to develop a list of requirements for the new system, one of them being



# SPECIAL REPORTS

that it would use the same system the courts were using. The team met with representatives from Tyler Technologies, the software vendor that supports Odyssey, for a week-long “fit analysis” where the list of requirements was compared with the functionality of Odyssey.

## Board Member Handbook

CRB volunteer board members and staff are responsible for knowing about a dizzying array of federal and state laws, child welfare policies, CRB policies, assessments, diagnosis, and the many services available to children and families. This is critically important to ensuring that child welfare workers are complying with what is required of them. To assist volunteer board members in learning what they need to know, a team of CRB field staff was tasked with developing a handbook of almost everything that is likely to come up during a review. A draft of the manual was completed in December 2013 and will be finalized and made available to volunteer board members in 2014.

## Ensuring Compliance with Federal Periodic Review Requirement

Oregon is currently preparing for its next round of Child and Family Services Reviews (CFSRs) to determine how well the state is complying with federal child welfare requirements. One of those requirements is that each child in foster care must be reviewed no less frequently than once every 6 months by a court or by administrative review.

The CRB ensures compliance with this periodic review requirement by carefully tracking every child who enters foster care in its JOIN case management system. Every weeknight, the CRB receives a data download from child welfare of every child who entered foster care the prior day. JOIN automatically creates a first review due date 6 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 CFSRs, 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.

## Voluntary Reviews Guide

Approximately 3% of CRB reviews statewide involve cases where the child has been placed in foster care under a voluntary agreement between a parent or legal guardian and the Department of Human Services (DHS). Due to the nature of these cases, and the fact that they are relatively infrequent, there is a lot of confusion about them among DHS workers and CRB volunteers and staff.

In early 2013, a workgroup of CRB staff was convened to develop a technical assistance guide of myths and facts about voluntary cases. Before finalization, the guide was submitted to the CRB Advisory Committee, juvenile court judges, DHS, and defense attorneys for review and comment.

# SPECIAL REPORTS

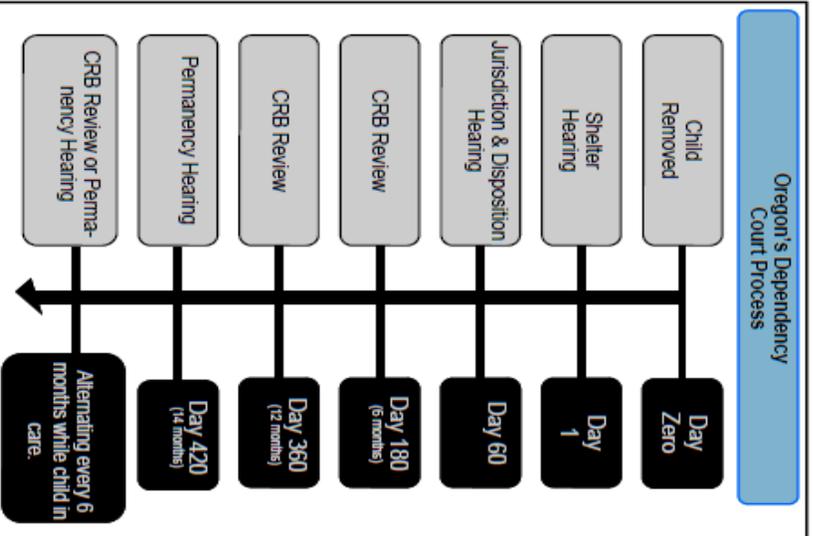
## WHO ARE THE CHILDREN THE CRB REVIEWS?

Federal regulations require periodic reviews of children in foster care to ensure their placements and services are appropriate and timely. These reviews begin 6 months after a child enters care and continue at least every 6 months until the child leaves care. In Oregon, the courts and CRB share responsibility for conducting these reviews.

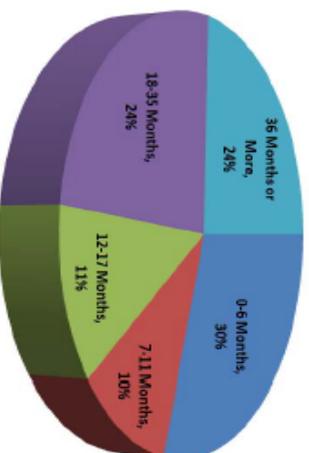
This report provides information about the children whose cases were reviewed by the CRB in the 2013 calendar year. It is important to remember that these are not all of the cases that are managed by DHS. According to DHS data, a little less than a quarter of the children who enter foster care are returned home within three weeks; therefore, these cases are not reviewed by CRB. Additionally, CRB does not review cases that are being investigated or cases involving children who stay in the home while the family receives services. Thus, unless otherwise noted, the statistics and other descriptive information in this

report are limited to the cases of those children in foster care for 6 months or longer.

The CRB, therefore, has a unique perspective on children and families who are involved in the foster care system. A little over a quarter of the cases that are reviewed each month are “new” to the CRB, which means the children have actually been in foster care for 6 months. About half of the cases reviewed each month are of those children who have been in care between 1 and 3 years. Nearly a quarter of the cases reviewed each month involve children who have been in foster care for 3 years or longer.



**Length of Time in Foster Care at Time of CRB Review**  
(Statewide CRB Data from 2013 Calendar Year)



Age	Children Reviewed by CRB*	Oregon Children**
Under 5 Years	31.9%	24.3%
5 - 9 Years	24.2%	24.7%
10 - 14 Years	20.7%	24.9%
15 - 19 Years	22.4%	26.1%
20 - 21 Years	0.9%	NA

\*CRB data from the 2013 calendar year.  
\*\*Estimates for 2012 from US Census Bureau, 2008-12 American Community Survey 5-Year Estimates. Census statistics for age include persons 19 or under.

Race/Ethnicity	Children Reviewed by CRB*	
	Children Reviewed by CRB*	Oregon Children**
African American	3.2%	2.3%
Asian/Pacific Islander	0.9%	4.2%
Caucasian	82.0%	78.5%
Hispanic	16.7%	20.7%***
Native American	3.6%	1.8%
Other (including 2 or more races)	10.4%	13.3%

\*CRB data from the 2013 calendar year.  
\*\*Estimates for 2012 from the US Census Bureau, 2008-12 American Community Survey 5-Year Estimates.  
\*\*\*The US Census Bureau reports Hispanic ethnicity separately from race. The individuals who identified as Hispanic were also included in one of the other categories.

# SPECIAL REPORTS

## CRB Volunteer Board Members

CRB volunteer board members have a role that is more challenging than most volunteer experiences. In addition to understanding the complex legal issues related to child protection, they must comprehend the intricate social and clinical considerations that determine what is in the child's best interest.

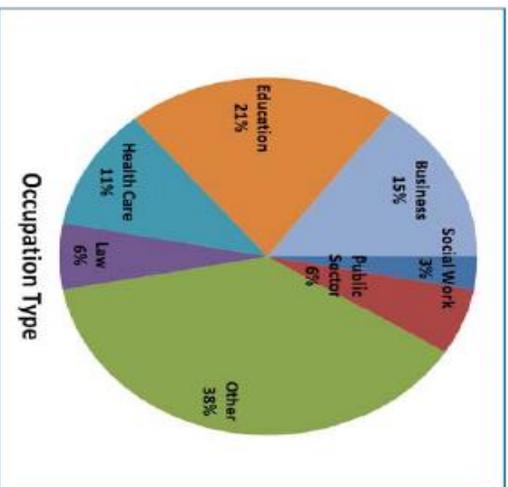
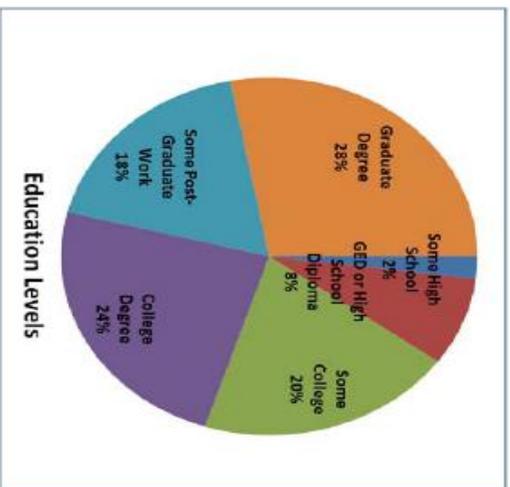
All volunteer board members receive training on key aspects of the child welfare and juvenile dependency systems, including agency policy and rules, and federal statutes regarding child protection. They are continually trained and supported by professional staff within the Oregon Judicial Department.

In 2013, 275 volunteer board members collectively donated 31,531 hours of service to the state preparing for and conducting 3,744 reviews of children in foster care. This is a cost benefit to the state of \$894,226, and underscores the value our citizen reviews have in providing an objective perspective on how the foster care system is working for Oregon's children, youth, and families. Additionally, during 2013, these citizen volunteers completed 4,367 hours of training in order to improve the lives of children in care and to achieve successful outcomes for Oregon's children. That is an average of 15.88 hours of training per volunteer.

*A word of thanks from CRB staff*



From lower left: CRB Field Managers Sam Tsunami, Mayra Hall-Olsen, Jennifer Goff, Shary Mason (CJIP Model Court and Training Analyst), Amy Benedum, Molly Johnson. From upper left: CRB Field Managers Laurie Judd, Walt Guillert, Robin de Alcantare, Tina Qualls, Suzanne Callahan, Rakeem Washington, David Smith, Lisa Nomano, Sandy Berger, Steven Lindeman, Amy Church (CRB Volunteer Resource Coordinator).



*The CRB would not exist without such a passionate network of volunteer board members who dedicate themselves to taking action and solving problems in their communities.*

*We thank you for your dedication and service ... you make a big difference in the lives of the children and families involved in Oregon's foster care system!*

## CAPTA CITIZEN REVIEW PANELS

One of the requirements of the federal Child Abuse Prevention and Treatment Act (CAPTA) is that states create at least three citizen review panels (CRPs) to evaluate the extent to which state and local child protection system agencies are effectively discharging their child protection responsibilities. In September 2012, the Oregon Department of Human Services (DHS) transferred responsibility for ensuring compliance with this requirement to the CRB. The law requires that panels prepare, on an annual basis, a report containing a summary of panel activities and recommendations to improve the child protection services system.



Attendees of the CAPTA kickoff on July 30, 2013

perspective on CAPTA and guidance on identifying issues for panels to explore.

Panels were then asked to brainstorm a list of system issues they were concerned about. Each panel prioritized those issues and selected one or two to explore throughout the year.

The CRB established three CRPs in Deschutes, Lane, and Lincoln counties. Panel members included CRB volunteer board members and staff as well as community stakeholders from child welfare, public defense, local court appointed special advocate programs, and others involved in the child welfare system. Panels met in Newport, Oregon on July 30, 2013 for a two-day kickoff session. Attendees heard from Maurita Johnson, Deputy Director of DHS' Office of Child Welfare Programs, about various "hot topics" within Oregon's child welfare system; and Blake L. Jones, Program Coordinator for Kentucky's Citizen Review Panels for a national

Between August 2013 and March 2014, each panel examined federal and state laws and policies; reviewed data and resources; and met with community stakeholders, including local juvenile court judges and staff, child welfare managers and staff, child advocates, attorneys, foster parents, service providers, educators, and business leaders to discuss system issues and review draft recommendations. In April 2014, each panel hosted a community forum to share their findings and draft recommendations, and solicit community input and recommendations.

## SPECIAL REPORTS

*The Citizen Review Panels would like to extend a warm thank you to all the community members who attended panel meetings. Your questions, comments, and support for the CAPTA work was greatly appreciated.*

# SPECIAL REPORTS

## DESCHUTES COUNTY CITIZEN REVIEW PANEL

### Members of the Deschutes County CRP:

- ◆ Patricia Craveiro, CRB Volunteer Board Member
- ◆ Kathrine Edwards, CRB Volunteer Board Member
- ◆ Marcia Houston, CRB Volunteer Board Member
- ◆ Kristina Kirtel, CRB Volunteer Board Member
- ◆ Joan Springer-Wellman, CRB Volunteer Board Member
- ◆ Bill Wagner, CRB Volunteer Board Member
- ◆ Patrick Carey, DHS District Manager
- ◆ Tom Crabtree, Public Defender
- ◆ Pam Fortier, CASA Executive Director
- ◆ Jennifer Goff, CRB Field Manager

	Deschutes County	Statewide
Dependency Petitions Filed	82	4,670
Children in Substitute Care*	170	8,770
CRB Reviews	129	3,744
Children Reviewed	186	4,830
No Reasonable Efforts Findings	15	202

\*The table is OJD data from the 2013 calendar year except for "Children in Substitute Care," which is point-in-time data collected by DHS on 9/30/12.

Financial disincentives to permanency and workload of child welfare workers emerged as the two system issues most concerning to Deschutes County CRP members.

### Financial Disincentives to Permanency

At the beginning of its work, the Deschutes County CRP focused on financial disincentives to permanency. The CRP raised concern that the statute which allows for payment of college tuition for foster youth inadvertently impacts their ability to find a permanent home. Specifically, if older youth leave care before their 16th birthday, they become ineligible to have their college tuition paid. While exploring this issue, the panel discovered additional, more pressing financial disincentives to permanency.

To better understand the supports in place for youth in care presently, the panel worked with the CASA program to gather information. CASA volunteers interviewed a small sample of 13 foster youth aged

14 and above to learn whether they felt supported as they pursued their educational and career goals. Survey questions focused on whether the youth had a mentor or strong support person in their lives, help with their schoolwork, a vision for their future, barriers to achieving their vision, and a desire to continue their education.

Of the 13 foster youth interviewed, 5 said they did not have a role model in their lives, yet all stated they have someone "in their corner" to support them. While most of the youth had a positive view of their future, only 4 attended or planned to attend college. However, almost all stated they would attend college if funding was provided.

Seven of the youth were not involved in independent living services. Of those 7, some were waiting for referrals and one was on the waiting list. For the youth who were involved, their opinions were mixed about the program.

### Barriers to Permanency

**HOUSING ASSISTANCE:** Housing emerged as a much more pressing disincentive to permanency than tuition payments, which foster youth can access from numerous sources. Youth can access housing assistance payments until age 21 as long as their cases remain open. Child welfare workers noted that sometimes youth are so eager to leave the system when they turn 18 that they want their cases closed regardless of the consequences. One of those consequences is that housing assistance ends immediately upon closure of the case and cannot be reinstated, not even if the youth seeks voluntary services through child welfare until they are 21.

**UNDERSTANDING ACCESS TO BENEFITS:** Independent Living Program (ILP) coordinators ensure that youth receive written information about all education benefits available to them. Not all youth, however, are enrolled in ILP. For those not enrolled, child welfare workers are not required and do not consistently provide older youth with comprehensive information about benefits to which they are entitled.

# SPECIAL REPORTS



ILP staff also noted that there are common misperceptions that some youth cannot get into the program because there is a waiting list or a belief that the youth would not benefit from the program and should not be referred. In truth, there is not a waiting list and all youth should be referred.

## Community Forum Feedback

The Deschutes County CRP conducted its community forum on April 3, 2014. The forum was attended by the local juvenile court judge, attorneys, child welfare staff, CRB volunteer board members and staff, court appointed special advocates, community members, and the press. Participants noted that there are many financial disincentives to permanency and multiple road blocks to preparing older foster youth for successful adulthood. These include:

- ◆ DHS pays a lower subsidy for adoption than the foster care payment. Relatives and foster families may be less likely to pursue adoption because of the decrease in financial support.
- ◆ Older youth are often eager to leave foster care and do not understand that they will lose access to housing subsidies once their cases are closed.
- ◆ If child welfare would consider changing the Oregon Administrative Rule that ends housing subsidies once a youth's case closes, there would likely be an important ancillary benefit of reducing the homeless population of older youth and young adults.

- ◆ Oregon law provides support for “children attending school” if parents are divorced yet the state does not provide the same benefits for children in the foster care system.
- ◆ All children 14 years and older should be referred to ILP. Participants also suggested child welfare hold a yearly seminar for all children in foster care over the age of 14 to clearly outline the benefits to which they are entitled. Youth participation in this seminar, however, should be voluntary.

## Workload of Child Welfare Workers

In addition to financial disincentives to permanency, the Deschutes County CRP expressed concern that workload often prevents child welfare workers from spending face to face time with families. Results from the last two Federal Child and Family Services Reviews note that more caseworker contact often corresponds with a higher likelihood of successful reunification. As a result of budget increases, child welfare will be staffed at 75% of the capacity they require to ensure workers can effectively manage their caseloads. This is an improvement from prior budget cycles, however, child welfare remains concerned about mandates on worker's time.

The panel discussed that court appointed special advocates are mandated to do some of the same activities as child welfare workers (visiting foster homes; talking to foster children, parents, and relatives; and meeting with service providers, etc.). While all panel members, including the CASA Executive Director and DHS District Manager, acknowledged the importance of maintaining clarity of role and independence, all also agreed that some tasks were duplicative and efficiencies could be created by sharing information.

The panel worked with community partners to craft a pilot project in which court appointed special advocates and child welfare workers come together to avoid duplication of activities while still maintaining independence of each others roles. A focus group of representatives from the two organizations was held to identify ways to enhance

# SPECIAL REPORTS

partnerships as well as conditions that might cause them to be less successful. Mutual respect, responsiveness to requests for help, effective follow-through, true understanding of roles, and an understanding that disagreements over the direction of cases may arise were cited as elements of successful working relationships. New volunteer inexperience, ineffective time management by some child welfare workers, and lack of understanding of roles and responsibilities were cited as barriers to effective partnerships.

## Community Forum Feedback

Participants in the community forum noted that there are many ways that court appointed special advocates can coordinate activities with child welfare workers. There are current prohibitions, however, that make the most effective partnership opportunities difficult. These include:

- ◆ The inability of court appointed special advocates to transport children in foster care. Elimination of this prohibition would enable court appointed special advocates in Oregon to drive foster children to appointments as they do in other states such as California and Nevada.
- ◆ LLP staff do not know the identity of the assigned court appointed special advocate. If they did, LLP staff could better utilize court appointed special advocates to encourage older youth to participate in LLP and assist with transportation and coordination of other activities related to participation.

## DESCHUTES COUNTY RECOMMENDATIONS

1. DHS provide all foster youth and their foster parents written documentation of the benefits to which older foster youth are entitled. Attorneys and CASAs should also receive this information so they can most effectively advocate for the youth they represent. The court and CRB should inquire at each hearing and review to ensure this information has been provided to all foster youth.
2. The Independent Living Program conduct a yearly, voluntary, in-person seminar for all foster youth outlining all the education and other benefits to which they are entitled.
3. DHS explore whether the requirement that housing benefits are eliminated once a youth's case is closed is an Oregon Administrative Rule and whether it can be amended to allow for a former foster youth to access housing assistance until age 21 even if the case has been closed.
4. DHS propose amendments to the foster youth tuition legislation to allow the use of funds for housing while attending school.
5. DHS and CASA work together to outline, in writing, ways in which the caseworkers and CASAs can coordinate activities.
6. New workers receive training, by DHS and CASA staff, about the role of CASAs and ways in which the relationship between the DHS worker and CASA can be most effective.
7. DHS and CASA explore the viability of a staffing between DHS and CASA early in the case management process to clearly outline how activities might be coordinated.
8. DHS and CASA work together to explore allowing CASAs to drive children and youth to appointments and other activities.
9. DHS provide CASA appointment orders to the LLP staff so they can connect with the youth's CASA.

## LANE COUNTY CITIZEN REVIEW PANEL

### Members of the Lane County CRP:

- ◆ Marjorie Biehler, CRB Volunteer Board Member
- ◆ Wagona Burdon, CRB Volunteer Board Member
- ◆ Norton Cabell, CRB Volunteer Board Member
- ◆ Ellen Hyman, CRB Volunteer Board Member
- ◆ Stephen John, CRB Volunteer Board Member
- ◆ LouAnn Martin, CRB Volunteer Board Member
- ◆ Barbara Newman, CRB Volunteer Board Member
- ◆ Bev Schenler, CRB Volunteer Board Member
- ◆ Roz Slovic, CRB Volunteer Board Member
- ◆ Tricia Hedin, Public Defender
- ◆ Amanda Monet, DHS Supervisor
- ◆ Melissa Pistono, Defense Attorney
- ◆ Sydney Putnam, DHS Program Manager
- ◆ John Radich, DHS District Manager
- ◆ Julie Spencer, DHS Program Manager
- ◆ Christina Sterling, CASA Program Supervisor/ Training Coordinator
- ◆ Lisa Romano, CRB Field Manager

implementation. At one of those meetings, the panel heard a candid presentation from DHS staff during which they indicated that the structure of effective visitation time is laid out in current child welfare policy, however, the internal mechanisms and working patterns of the agency actually govern practice more than policy does. This is due, in part, to reductions in funding that have occurred over the last several years.

For example, child welfare policy requires the development of a Temporary Visit and Contact plan as soon as the child is placed in substitute care. This temporary plan must articulate why visits must be supervised if supervision is required. Thirty days later, the child welfare worker is required to develop an Ongoing Visitation and Contact Plan, which is supposed to be updated every 90 days to ensure that visitation is becoming less restrictive as the safety threat to the child diminishes. In practice, however, there is no mechanism for internal supervisory review of the initial plan, which raises concern that initial plans are not updated. In addition, visitation plans are not typically included with documents submitted by DHS for CRB reviews.

### Visitation Survey

To learn more about visitation practices and how they evolve over the life of a case, the panel created a 64-question survey to be completed by child welfare workers. The survey was quite labor intensive as many of the questions required workers to review their case files for specific information about visits that occurred during the review period, January 2014.

Ultimately, child welfare workers completed surveys for 188 of 200 randomly selected cases with return to parent permanency plans. This was a response rate of 94%. Of those responses, 103 cases met the criteria of 1) having a permanency plan of return to parent through the end of January 2014; and 2) the child not being in a trial reunification placement in January 2014.

The results showed that the majority of children entered foster care because of neglect (61%) and/or

## SPECIAL REPORTS

	Lane County	Statewide
Dependency Petitions Filed	583	4,670
Children in Substitute Care*	1,158	8,770
CRB Reviews	702	3,744
Children Reviewed	1,033	4,830
No Reasonable Efforts Findings	21	202

\*\*The table is OJD data from the 2013 calendar year except for "Children in Substitute Care," which is point-in-time data collected by DHS on 9/30/12.

parent/child visitation for children in foster care emerged as the issue most concerning to Lane County CRP members.

### Parent/Child Visitation

When a child is placed in foster care, regular contact with the parents and siblings is critically important so long as the child's safety can be assured. National research has shown that frequent, quality parent/child contact is one of the strongest predictors of successful reunification.

Beginning in July 2013, the CRP met with child welfare staff and other stakeholders multiple times to review policies governing parent/child visitation and their

# SPECIAL REPORTS

parent substance abuse (also 61%). Just over half (54%) of the children were placed with relatives, and most of the remainder (37%) were placed with non-relative foster parents.

On average, children in the survey had 7.8 visits in January 2014, for a total of 15 hours of visitation. This amounts to roughly two 2-hour visits per week. While 43% of the visits took place at DHS, 54% of total visitation hours occurred in the home of a parent or relative. Thus, not surprisingly, visits tend to be longer when they occur in the home of a parent or relative.

This result is troubling when it is paired with how infrequently there are opportunities to update visitation plans, including moving visits out of DHS. Fewer than half (43%) of all visitation plans had been reviewed in the past 90 days and fewer than a quarter (24%) had been addressed in the last court order beyond the standard boilerplate language giving DHS authority to determine appropriate visitation levels. Additionally, only a minority of parents (33%) with a low assessed risk of harm had in-home visits with their children. It is, therefore, possible that more frequent review of visitation plans by DHS and the court could result in more in-home visits and more total visitation hours.

Survey results also showed:

- ◆ Supervision (70%), transportation for the child (60%), and transportation for a parent (53%) were each provided for visits in more than half the cases.
- ◆ A parent mentor or coach was provided during visits in 34% of cases.
- ◆ 81% of children who had siblings in other placements had at least one visit with siblings during the review period (January 2014).
- ◆ 93% of children aged 11 to 18 were consulted during formulation of the visitation plan.

## Barriers to Visitation

**Canceled Visits:** Visits are sometimes canceled by DHS as a punitive measure even though they are not supposed to be canceled as punishment for a parent

*The Lane County Citizen Review Panel would like to thank all of the child welfare workers and supervisors who participated in the visitation survey. The insights gained from that effort were invaluable to the panel's work.*

failing to comply with a service plan.

**Transportation:** Parents must be participating in three services in order to receive a monthly bus pass. If they don't qualify, they can get daily passes but must pick them up at the office. However, if they cannot get to the office, they cannot get a pass.

**Visitation Plans are Not Updated:** DHS staff report that the very reason the child is placed in foster care establishes safety concerns, so it makes sense that visits need to be supervised at the beginning of the case. However, supervision should "step down" as the safety threat diminishes. Concerns were expressed that in most cases this does not happen.

Part of the problem may be that the request for supervised visits that is made to the court is pro



# SPECIAL REPORTS

forma and the court order includes standard language giving child welfare broad latitude in determining the amount of visitation and level of supervision. Additionally, attorneys and court appointed special advocates do not routinely ask for unsupervised visits.

**Technology:** DHS encounters difficulties in utilizing technology to maximize the contact parents have with their children. For example, DHS only has one computer set up to use Skype for all three local DHS branch offices. The Department of Corrections also has policies, like fees for use of the videoconferencing equipment, that tend to discourage inmates from utilizing technology to visit more with their children.

**Space Limitations:** Space at the DHS office to conduct supervised visitation is limited. The panel discussed ways in which DHS could partner with community organizations to expand their capacity for visits. For example, churches are currently providing visitation space for families.

One CRP member noted that the United Way is an excellent convener and may be willing to bring community resources together with child welfare to explore options. The Lane County Safe and Equitable Foster Care Reduction team, sponsored by Casey Family Programs, is also focused on the issue of visitation.

## Community Forum Feedback

Lane County's CRP held its community forum on March 21, 2013. It was attended by the local juvenile court judge, attorneys, DHS staff, CRB volunteer board members and staff, court appointed special advocates, community members, and the press. The panel received the following feedback:

- ◆ There does not seem to be an objective methodology to assess current safety threats. Conducting refresher training on the Oregon Safety Model might help workers apply more case specific and present-time criteria.
- ◆ While visitation guidelines are reviewed with all parents, more intensive pre-visit coaching is only being made available to approximately 25% of parents.

- ◆ Case plan documentation and court order language is often not case specific. Updating plans and methods to step-down supervision should be better defined so decision-making is case specific and consistent across the agency.

- ◆ Expanding the use of technology to increase visitation would be helpful on several levels, not the least of which would help increase visitation with children and incarcerated parents. Participants suggested that DHS appoint a single point person to work with the Oregon Department of Corrections to establish methods and safety mechanisms to increase visitation with incarcerated parents.

## LANE COUNTY RECOMMENDATIONS

1. DHS and CRB work together to create and deliver interdisciplinary training on DHS visitation policy, including content focused on the importance of visitation and methods to assess current safety threats.
2. DHS expand technology options to increase parent/child/sibling contact including contact with incarcerated parents. Appointment of a single DHS point person with DOC would assist in ensuring development of a viable plan that could be implemented statewide.
3. DHS provide updated visitation plans to the court and CRB for all hearings and reviews.
4. The Juvenile Court and CRB consider visitation when making reasonable efforts findings.
5. CRB and DHS work together to create a 90 day review process to ensure that visitation plans are created and updated in accordance with DHS policy. This review process, whether it is internal or external to DHS would provide opportunity to assess all levels of case progress.
6. DHS expand partnerships with local churches and other potential partners, including resources in rural areas in Lane County, to increase opportunities for visitation in churches and other community facilities.

## LINCOLN COUNTY CITIZEN REVIEW PANEL

### Members of the Lincoln County CRP:

- ◆ Ned Brittain, CRB Volunteer Board Member
- ◆ Diane Flansburg, CRB Volunteer Board Member
- ◆ Fawn Hewitt, CRB Volunteer Board Member
- ◆ Sandy Allen, CRB Volunteer Board Member
- ◆ Steve Waterman, CRB Volunteer Board Member
- ◆ Jamie Auburn, DHS Certifier
- ◆ Angela Cazares, DHS Supervisor
- ◆ Carol James, CASA Program Manager & Coordinator of Volunteers
- ◆ Jeff Pridgeon, Defense Attorney
- ◆ Amy Benedum, CRB Field Manager

	Lincoln County	Statewide
Dependency Petitions Filed	101	4,670
Children in Substitute Care*	137	8,770
CRB Reviews	100	3,744
Children Reviewed	155	4,830
No Reasonable Efforts Findings	7	202

\*\*The table is OIO data from the 2013 calendar year except for "Children in Substitute Care," which is point-in-time data collected by DHS on 9/30/12.

Community engagement in the foster care system emerged as the issue most concerning to Lincoln County CRP members. The county is in need of foster parents, CRB and CASA volunteers, mentors, volunteer drivers, and other paid and volunteer positions.

### Need for Foster Parents

In 2013, there were over 130 children in foster care in Lincoln County. About half of them were placed with relatives, therefore, non-relative foster homes were required for the remaining half. Unfortunately, DHS in Lincoln County does not have enough foster homes to meet this need, particularly in Newport and the Southern part of the county.

#### Barriers to Foster Parent Recruitment

**Accessing Services:** Foster parents report it is challenging to access services for children in their care. A foster parent navigator would be of help. The system is very complex and having someone help

foster parents navigate it would relieve some of the pressure on foster parents.

**Receiving Complete Information:** It is critically important that foster parents receive a full background on the children in their care. Children who have experienced trauma often exhibit behavior including severe temper tantrums and night terrors. This type of behavior may catch a foster parent by surprise if they are not fully informed about the child's background and experiences, making the behavior even more difficult to manage.

**Foster Parent Training:** Foster parents need ongoing training and want to be involved in selecting the training topics.

**Information Overload:** Foster parents describe the training manual they receive as being very large and somewhat overwhelming. Additionally, many online training opportunities for foster parents exist, yet all foster parents do not have access to the internet so they are not available to all.

**Misperceptions About Opportunities to Foster:** Some people interested in fostering do not think they are the kind of family that DHS is recruiting.

**Fear of Retaliation:** While DHS has worked hard to communicate that the agency is interested in hearing directly from foster parents, whether it be about successes, concerns, or needs; some foster parents still believe they may be subject to retaliation if they challenge the agency at all. This perception is difficult to eliminate, although the agency is committed to doing so.

### Need for Community Volunteers

Many volunteer opportunities are available in the community including serving as a CRB volunteer board member or CASA, volunteering to drive for foster parents and children, mentorships, navigators, and respite care providers, among others. Volunteer navigators who could help interested community members understand all the options are needed.

# SPECIAL REPORTS

A member of the press noted that the community must be made aware, and not just once in awhile, about the opportunities to help children and families involved in the foster care system. Agency and volunteer programs need to be relentless in their pursuit of community involvement. Keeping the story of foster children and families front and center in the eyes of the community might garner more success in community buy-in and willingness to serve.

The panel discussed whether it is possible to track the outcomes for children and families if more people in the community would become involved. For example, if there were more respite care providers, would foster parent retention be higher? If there were more places for safe and longer quality family visits, would permanency be achieved more quickly? Tracking these types of outcomes and reporting them to the community might breed success in getting more people involved. If people can see how they are making a difference, they may be more likely to engage.

## Community Forum Feedback



Picture of the Lincoln County Community Forum

Various opportunities for community engagement in the foster care system were presented at a community forum on April 4, 2014. Elizabeth Platt, President of the Lincoln County Foster Parents' Association, spoke about the myths and realities of foster parenting. Representatives from DHS, CRB, and CASA explained both paid and volunteer opportunities. While few members of the public at large attended the forum, the presentations did excite those that did attend and assisted the panel in finalizing their recommendations.

## LINCOLN COUNTY RECOMMENDATIONS

1. DHS review its foster parent recruitment materials and ensure that people can see themselves in those materials. Using the "22 Ways to Help Children in Foster Care" document, DHS, CASA, and CRB work together to write and publish regular and ongoing press stories about foster care and ways in which the community can get involved. Recruitment should create ever-present celebrations of the accomplishments of foster parents and community volunteers to excite people to get involved.
2. DHS work through the interfaith board to reach churches in the community and explore ways in which churches might be able to assist in providing space for visitation and volunteers to serve as mentors, drivers, and other opportunities.
3. DHS ensure that all foster parents receive complete background information on the children in their care. Retention may increase if foster parents are clear on the issues children are facing.
4. DHS explore creating a foster parent navigator paid or volunteer position and ensure that the person in that position is well equipped to guide foster parents in seeking services and supports. The panel recommends that DHS convene a group of stakeholders to define what is needed for the person in the position to succeed.

# SPECIAL REPORTS

## CRB STATEWIDE STATISTICS 2013 CALENDAR YEAR

COUNTY	CRB REVIEWS	CHILDREN REVIEWED*	INTERESTED PARTIES IN ATTENDANCE	BOARD DAYS	AVERAGE MINUTES PER CRB REVIEW	NUMBER OF VOLUNTEERS**
Baker	26	32	114	10	45	3
Benton	34	48	219	6	36	3
Clackamas	164	213	554	35	34	12
Clatsop	62	71	230	12	28	4
Columbia	126	173	505	19	31	6
Coos	132	172	448	24	35	9
Crook/Jefferson	53	67	225	12	45	2
Curry	28	29	59	7	27	4
Deschutes	129	136	569	24	46	6
Douglas	165	223	697	33	37	15
Grant/Harney	20	24	106	10	49	3
Hood River	11	10	33	6	29	3
Jackson	240	300	1,095	48	36	19
Josephine	171	212	686	26	33	10
Klamath	175	207	925	30	34	10
Lake	15	14	57	5	38	3
Lane	702	891	3,171	108	31	42
Lincoln	100	128	961	19	36	5
Linn	206	272	751	35	32	13
Malheur	66	93	338	12	49	1
Marion	432	608	2,297	95	36	34
Multnomah	91	106	198	40	34	18
Polk	109	132	384	24	37	9
Tillamook	30	43	121	6	33	4
Umatilla/Morrow	100	115	555	20	38	8
Union/Wallowa	24	22	103	7	49	3
Wasco	54	69	232	12	36	4
Washington	184	263	798	48	40	16
Yamhill	95	144	562	13	33	6
STATEWIDE	3,744	4,830	16,993	746	35	275

\*Children reviewed multiple times in the same year are only counted once.  
 \*\*Number of volunteers is point in time data collected in December 2013.

# SPECIAL REPORTS

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