

DRAFT

MARION COUNTY PUBLIC SAFETY COORDINATING COUNCIL
MINUTES

June 12, 2018 4:00 PM
555 Court St.
Salem, OR

MCPSCC: Mark Caillier, Kevin Cameron, Janet Carlson, Bob Charpentier, Kim Doster, Jayne Downing, Don Frederickson, Courtland Geyer, Troy Gregg, Levi Herrera-Lopez, Jessica Kampfe, Levi Herrera-Lopez, Garland King, Greg Leo, Pete McCallum, Todd McCann, Ed McKenney, Cary Moller, Diane Morse, Tracy Prall, Mike Runyon, John Van Dreal, Kim Wallis, Jeff Wood, and Hitesh Parekh (recorder).

GUESTS: Bill Burgess, Jan Calvin, Paige Clarkson, Bonnie Crawford, Ormond Fredericks, Dawn Hunter, Tami Kane-Suleiman, Alison Kelly, Ashley Marshall, Brendan Murphy, Laurie Price, Jamie Ralls

1. ADMINISTRATIVE (INFORMATION/ACTION)

Meeting called to order at 4:04 P.M. by Commissioner Janet Carlson.

Welcome and Introductions

Attendees introduced themselves.

Approve May 8, 2018 Minutes

MOTION: Ed McKenney made a motion to approve the May 8, 2018 meeting minutes. Seconded by Greg Leo. Motion carried. A voice vote was unanimous.

Announcements & Upcoming Events

- No council meeting in July. Next council meeting is on August 14. It will be a tour of the Marion County jail complex.
- NACo has released a newsletter highlighting public safety events and webinars, [see attached](#).
- Commissioner Carlson presented council member Mark Caillier with a certificate and plaque for his public service to the council.
- Liberty House will host a forum on *Child Abuse Prevention Community Focus Groups*, [see flyer](#).
- Mayor Kim Wallis thanked the Marion County Sheriff's Office and Public Works Department for their help after a traffic accident in St. Paul that resulted in fatalities.
- **ACTION ITEM:** Ratify letters of support for the *2018 Bureau of Justice Assistance Application for Comprehensive Opioid Abuse Site-Based Program* Category I and III grant applications.
MOTION: Jayne Downing made a motion to ratify the Category I and III letters of support from the council to the Bureau of Justice Assistance. Seconded by Ed McKenney. Motion carried. A voice vote was unanimous. Judges Tracy Prall and Courtland Geyer abstained.
- Law Enforcement Assisted Diversion (LEAD) update provided by Jan Calvin, see [attachment](#).

2. PROPOSED EAST SALEM SERVICE DISTRICT UPDATE

- Marion County is going through the legal process to impose a \$10 per month fee for each house, apartment, and acre of commercial property on residents of East Salem by creating a public safety service district.
- The \$10 fee will enable the Sheriff's Office to add ten deputies dedicated to the East Salem area.
- As per legal requirements, the county commissioners have held hearings and created the district.
- The East Salem Service District board must now approve the \$10 per household fee.

3. Criminal Justice Advisory Committee

Marion County Circuit Court Presiding Judge Tracy Prall presided over this portion of the meeting. Summary of presentation:

- Circuit court has worked diligently to assess if defendants qualify for court-assisted counsel.
 - Qualification is based upon a computerized program that calculates need.
 - In the past, there were some issues with this program, but this is no longer the case.
 - Currently an agreement is in place between the Marion County District Attorney's Office and county defense consortiums about using this program to make a fee determination.
 - It is important the program works correctly, since there are substantial collateral consequences if a defendant cannot pay defense attorney fees.
 - Defendants could lose their driver's licenses. If this happens, they will then have transportation issues, such as getting to and from work.
 - Pre-trial workgroup has been busy working on ways to reduce the jail pre-trial population.
 - There are now funds in the county budget for release officers.
 - Court is working on a robo-call to remind people of their court appearances.
 - This will reduce the number of "failures to appear."
 - Non-appearances generate arrest warrants.
 - Only high-risk individuals and those serving sentences should be in the county jail.

4. Child Welfare

Commissioner Carlson introduced this topic. She said council member Greg Leo raised the topic of child welfare in Marion County after reading about the recent Hart family case.

- The Oregon Department of Human Services (DHS) with a biennial budget of \$11.3 billion and staff of 8,000 manages foster care through its Child Welfare Division.
- Office of Child Welfare is responsible for:
 - Fielding reports of child abuse or neglect;
 - Securing appropriate alternative placements when children must be removed from their homes; and
 - Assisting local courts with custody decisions.
- Oregon Secretary of State's Office conducted an [audit](#) of the foster care system in Oregon in the fall of 2017.
 - The audit was made to determine changes and improvements DHS could make to better promote the wellbeing of children in foster care, and ensure they are better protected and cared for.

- The MCPSCC Steering Committee invited the auditors; representatives from Office of Child Welfare, DHS; and representatives from the Marion County Child Fatality Review Team to discuss child welfare and the foster care system in Marion County.

Child Welfare in Marion County

Ormond Fredericks, District Manager, Child Welfare & Self-Sufficiency and Tami Kane-Suleiman, Child Safety Program Manager, DHS presented data on the scope of the problem. Reviewed data on the number of children in foster care in Marion County and child abuse statistics, [see handout](#). Summary of presentation:

- Family issues have become more complex and there are multiple reasons why a child is placed in foster care in Oregon.
- DHS had 11,000 victims of child abuse/neglect and approximately 8,000 youth in foster care in Oregon in 2017.
- Compared to other counties, Marion County had a high rate of abuse and neglect fifteen years ago.
 - Today, these abuse and neglect cases have decreased from approximately 1,000 to 600.
- Disproportionate mismatch between the location of available foster parents and youth that need parents.
 - Youth that should remain in their neighborhoods often end up being placed elsewhere.
 - First choice is to keep the youth with their family (or someone they know) and in their regular school.
 - If a child needs to be moved, DHS is then responsible for transporting the child to their new school.
- DHS has strong inter-government partnerships in Marion County.

Q: What is the agency's organizational capacity in terms of number of caseworkers?

A: The number of cases assigned to caseworkers in 2016-17 increased by almost 1,000, while DHS's staffing allocation remained the same. National standard is 11-12 cases per caseworker, while in Oregon the reality is workers have 22-25 cases. DHS has now hired additional staff to deal with these large workloads.

Child Welfare in Oregon

Laurie Price, Oregon Child Welfare Deputy Director, DHS; Jamie Ralls, Audits Manager, Office of the Oregon Secretary of State Audits Division; and Bonnie Crawford, Staff Auditor, Office of the Oregon Secretary of State Audits Division presented this item.

- The 2017 foster care audit report was aggressive, because the Secretary of State's Office felt it needed to broadcast how overworked DHS employees were.
- Audit looked at management, foster care recruitment, staffing, and staff retention.
 - Each area is unique, but interconnected.
 - Management affects staffing, recruitment, and retention.
 - These were not happening as fast as DHS wanted.
 - Caseworkers were burning out and the workload was unmanageable.
- Auditors visited five districts and spoke with nine field officers in Oregon.
 - Found that Bend and Prineville have an inadequate number of foster parents.
- Used 2016 data for the 2017 audit.
 - There are two different measurements in foster care: rate of entry and number of youth in care.
 - Oregon has nearly twice as many youth in foster care at 9 per 1,000 children compared to the national average of 5 per 1,000.

- In 2006, this number was 12 per 1,000, but the number is now declining.
- Audit states that more than 11,000 youth spent at least one day in foster care in Oregon in 2016.
- Adoptions have declined from 17% to 5%.
- More youth are entering foster care than exiting.
- Child fatalities have increased.
- In Marion County:
 - The number of foster children served “in-home” has increased from 106 to 123.
 - Number of children in foster care (per 1,000 residents) increased from 580 (2015) to 595 (2017).
 - More youth are being placed with relatives than non-relatives.
 - Marion County is losing more foster parent homes than awarding new licenses.
 - July 2017 data showed Marion County is short approximately 45 caseworkers.
- Auditors visited the DHS Child Welfare Office in Salem.
 - Learned how casework was being done and how unrelenting the work can be:
 - Each case demanded the caseworker’s time, full attention to detail, working knowledge of DHS policies and procedures, and understanding the nuances of each case’s history.
 - Every caseworker and supervisor worked overtime.
 - Supervisors not paid to work overtime, but had to put in overtime anyway.
 - Several caseworkers shared their struggles with cases and their experience with the local Citizen Review Board, which was unsympathetic.
 - Spent time with a caseworker named Bridget Rayburn.
 - In February 2017, Bridget was working 50 hours of monthly overtime, and another 50 hours of on-call time in addition to her regularly scheduled hours.
 - Averaged 18 cases per month, ideal workload is 6 to 7 cases per month.
 - Worked alone, going to unsafe places where public safety officers themselves would not go without backup.
 - Despite these issues, Bridget loved her job and spoke highly of her co-workers.
 - Auditors revisited Bridget after eight months, and found her a changed person.
 - She realized she would never catch up with her workload which had increased to 21 cases per month.
 - She had 50 open cases she was still working on.
 - Routinely working overtime and on-call shifts.
 - She was concerned the agency was more focused on meeting deadlines than on performing quality casework.
 - This undermined her efforts to truly meet the needs of families and children on a case.
 - In the eight months between visits she had gone through 170 new cases.
 - Bridget no longer works for DHS.
 - In 2016, caseworker turnover at DHS was 23%.
 - Among the 1,600 caseworkers employed that year, 380 left their positions and 50% left DHS.
 - Under the current conditions caseworkers were being set up to fail, and families failed with them.

- 2018 legislature allocated another 183 FTE positions at \$14.5 million, but hiring is not instant, and recruitment will go on until January 2019.
 - Case aide positions were developed to work alongside caseworkers and perform administrative duties.
 - Governor approved 28 case aide positions in 2017, and the legislature approved 50 more, along with ten additional supervisors.
 - Takes almost a year to get a caseworker trained.
 - Marion County Child Welfare has yet not hired any new staff that were allocated by the 2018 legislature.
- DHS agreed with all 24 findings in the audit.
- Has already hired 25 case aides, and needs to hire 25 more in July along with caseworkers.
- When a child is removed from a home, family hosting child will close down as a foster home.
- DHS will have to repair relationships with foster parents.
- DHS has hired strong managers for organizational stability and leadership, but it is still understaffed and under resourced.
- Federal legislation that goes into effect on October 1, 2019 allows funding for substance abuse (47% of families) and mental health disorders. These could serve a large number of families DHS deals with.

Q: Can you speak about data modeling and case prioritization? Also, what about neglect and connections to self-sufficiency?

A: The use of predictive analytics in child welfare/social services is fairly new. DHS is developing a workload model to calculate the adequate number of staff required to do the work and a predictive modeling tool to help screeners determine highest risk cases. Also working on a case closure tool. DHS has a number of overdue assessments that the federal government requires be closed, but due to staff time, remain open. Child safety is being measured using the Child Safety Assessment Tool and MAPS (Mentoring, Assisting, Promoting, and Supporting). Making sure families are self-sufficient has always been the preventative arm.

Q: What is the strategy to retain your best and brightest employees?

A: Number of strategies:

- Provide relief through hiring additional staff,
- Training current staff and supervisors using MAPS, and
- Working with the legislature and using technology to work off site.

Marion County Child Fatality Review Team

Brendan Murphy, Deputy District Attorney, Marion County District Attorney's Office and Alison Kelley, CEO, Liberty House presented this item.

- Liberty House has a multi-disciplinary team working together to respond to child abuse.
 - The team is comprised of law enforcement, DHS child protection services, and a child abuse assessment center under the guidance of the Marion County District Attorney's Office.
 - If a concern of child abuse is reported, the team meets and the child could be brought to Liberty House for an assessment.
 - The assessment is attended by members of the multidisciplinary team and includes school representatives, the medical examiner, and sometimes even representatives from local hospitals.
 - The team meets four times a year and does a lot of research before assessments.

- Case data is then entered into a national database.
- In 2018 there were eight youth who committed suicide, all within four months.
 - Liberty House put together a child suicide prevention group consisting of 25 agencies, including the Marion County Health & Human Services Department.
 - Group started looking at the gaps in the system and how to fill these.
- DHS is not the sole agency responsible for a child's safety – everyone is – so it is critical to ask how to support all partners in this effort.

Q: What happens when foster parents and children moves across state lines?

A: DHS has search engines and screening tools where employees can find families living in other states very quickly. Bigger problem is getting records from other states. Out-of-state agencies may not speak with Oregon DHS or send the record. Oregon DHS knew the Hart family was from Minnesota and there was a history there.

ADJOURNED 6:05 PM