

## Analysis

### Item 25: Department of Human Services

#### Child Welfare Executive Order

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**Analyst:** Laurie Byerly

**Request:** Increase General Fund by \$16,122,596, increase the Other Funds expenditure limitation by \$55,762, increase the Federal Funds expenditure limitation by \$8,350,571, and establish 90 permanent full-time positions (68.15 FTE) to implement child welfare system improvements associated with Executive Order 19-03.

**Analysis:** On April 18, 2019, Governor Brown issued Executive Order 19-03, which established an oversight board to address the crisis in Oregon's child welfare system housed in the Department of Human Services (DHS). A core element of the order was procurement of a crisis management team to implement program-related directives; in late April a contract with Alvarez & Marsal Public Sector Services (A&M) was signed to carry out this work. Over the last eight months A&M examined and made recommendations on improvements in several areas of agency and the Child Welfare program.

The agency's request letter contains information on several A&M initiatives where DHS has made some progress; these include reducing a public records backlog, decreasing the number of foster youth placed in out of state residential facilities, carrying out a surge hiring effort, and implementing a data dashboard to track an array of performance metrics.

The 2019-21 legislatively adopted budget for the agency did not include any funding for prospective changes under the order, as these were not quantifiable during the 2019 legislative session. However, the agency's Child Welfare General Fund budget did increase by \$174.4 million, or 29%, between biennia. DHS is now requesting positions and funding to cover costs associated with system changes recommended by A&M and other contract-related costs; these are described below.

**New Positions** – The agency is requesting 90 full-time permanent positions (68.15 FTE), at a cost of \$8.6 million General Fund (\$13 million total funds), to create better outcomes for children and support field operations. The positions can be grouped into three areas of emphasis:

- To improve child safety and outcomes, 50 positions would be used to create a new training unit; improve foster parent training and retention; create hotline night shift and quality improvement capacity; and provide adequate staff for child fatality review efforts.
- To help program and agency central operations provide better services to the field, 27 positions would be added to support continuous quality improvement; ensure strategy and goal alignment; enhance federal policy implementation; coordinate work between central office and the field; and provide adequate capacity for human resources' efforts.
- To increase public transparency and oversight, 13 positions are needed to centralize and expand the public records unit; create a team dedicated to meeting statutory requirements around critical incident reviews; expand research and reporting unit capacity to leverage data for decision making; and centralize and enhance the DHS communications team.

**Caseworker and Supervisor Training** – To address gaps in training capacity and content, DHS is asking for \$2.5 million General Fund to ensure that caseworkers, case aides, mentors, and supervisors are all

getting consistent and sufficient pre-service training. This funding is in addition to the \$2 million General Fund appropriated in the 2017-19 biennium for supervisor training and other training dollars attached to a position in the agency's pricing model.

Foster Care Vendors – Another \$2.5 million General Fund will allow Child Welfare to sustain partnerships with vendors that assist with foster parent recruitment, retention, and training. New dollars will also free up base budget funding for reinvestment as flexible funds used to help foster families with respite, training, and other supports tailored to a family's specific needs.

Rapid Access to Mental Health Services – Another A&M recommendation would enhance partnerships between mental health clinicians and residential treatment services; the agency is requesting \$780,000 General Fund to pay for associated costs that would not be billable to Medicaid.

Surge Hiring – The surge hiring effort undertaken during 2019 required human resources assistance from the Department of Administrative Services (DAS). To pay for the cost of those services, DHS is requesting an increase of \$123,210 General Fund and a Federal Funds expenditure limitation increase of \$82,140. These are costs already incurred and billed to the agency by DAS.

A&M Services – The contract with A&M cost a total of \$3,535,000; while a portion of these dollars were managed within the agency's 2017-19 budget, DHS is seeking an increase of \$1,668,000 General Fund and a Federal Funds expenditure limitation increase of \$1,112,000 to pay contract expenditures for the 2019-21 biennium. While Governor Brown (and not DHS), initiated the contract during the 2017-19 biennium, the executive branch is not proposing to allocate any contract costs to the Governor's Office budget.

As noted above, costs related to Executive Order 19-03 were unknown during the 2019 legislative session, which means they were unavailable for prioritization within either the DHS or the statewide 2019-21 legislatively adopted budget. With regard to the level of effort expended to date, sunk costs already incurred, previous program concerns expressed by legislators, and documented progress being made in addressing child welfare system issues, this request warrants consideration for action during the 2020 legislative session. A specific funding recommendation will need to be developed based on the availability of and legislative priorities for statewide and/or agency General Fund resources; however, further analysis of the request by the Legislative Fiscal Office may also influence or inform that recommendation.

**Legislative Fiscal Office Recommendation:** The Legislative Fiscal Office (LFO) recommends that the Joint Interim Committee on Ways and Means defer action on the request to the 2020 legislative session, with the understanding that LFO will develop additional recommendations for consideration during the session.

**25**  
**Department of Human Services**  
**Webb**

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**Request:** Acknowledge receipt of the report and recommend an increase of \$16,122,596 General Fund, \$55,762 Other Funds expenditure limitation, \$8,350,571 Federal Funds expenditure limitation, and the establishment of 90 positions (68.15 FTE) for consideration in the February 2020 Legislative Session to fund position and infrastructure costs in the Child Welfare system related to Executive Order 19-03.

**Recommendation:** Acknowledge receipt of the report and consider the request during the 2020 Legislative Session.

**Discussion:** Governor Brown issued Executive Order 19-03 on April 18, 2019 to address a crisis in Oregon's Child Welfare System. The executive order established an oversight board and crisis team to work with the Department of Human Services (DHS) to address out-of-state foster child placements, public records compliance, implementation of the Critical Incident Response Team (CIRT), improve human resources practices, build capacity to enhance services for a variety of categories of vulnerable children and youth, address workforce challenges related to services for foster youth, improve the timeliness of data for operational efficiency, and address other operational challenges.

As a result of the executive order, a contract was established with Alvarez and Marsal (A&M) to work with the Department in implementing operational changes. As a result of A&M's work, DHS submitted a budget request encompassing three categories: 1) position requests for recommended staffing capacity, 2) infrastructure investments for training and capacity building initiatives, and 3) other related costs. A&M's recommendations for staffing fall into two categories: 167 double filled positions and 90 new positions. This request only includes the new positions. The double fill position request is addressed in a separate analysis. Below is breakdown of the request:

Request	General Fund	Other Funds	Federal Funds	Total Funds	Positions	FTE
New Positions	\$ 8,551,386	\$ 55,762	\$ 4,418,335	\$ 13,025,483	90	68.15
Infrastructure	\$ 5,780,000	\$ -	\$ 2,738,096	\$ 8,518,096		
Other Related Costs	\$ 1,791,210	\$ -	\$ 1,194,140	\$ 2,985,350		
<b>Total</b>	<b>\$ 16,122,596</b>	<b>\$ 55,762</b>	<b>\$ 8,350,571</b>	<b>\$ 24,528,929</b>	<b>90</b>	<b>68.15</b>

**New Positions Recommended by A&M**

Based on recommendations from A&M, DHS has requested the establishment of 90 positions (68.15 FTE) to accomplish the following:

- Establish a training unit to improve child safety and staff retention.
- Improve foster caregiver training and retention.
- Establish a night shift and a quality improvement team at the Oregon Child Abuse Hotline.
- Increase staffing capacity to perform data analysis from CIRT reviews to improve programs that prevent child fatalities.

- Increase staffing in the Child Welfare and Central Services/State Assessments and Enterprise-wide Costs (SAEC) programs to increase operational efficiency.
- Improve coordination and decision-making between the central office and field offices.
- Streamline human resources operations and increase hiring capacity.
- Create a Child Fatality Review and Prevention Team to meet the directives in Senate Bill 832 (2019) and incorporate evidence-based practices to prevent child fatalities in the child welfare system.

The DHS will coordinate approval of requested position classifications and compensation with the Department of Administrative Services (DAS) Chief Human Resources Office.

### **Infrastructure Investments Recommended by A&M**

A&M recommended infrastructure investments to improve caseworker effectiveness, support foster family capacity and increase access to mental health services. The recommended investments include:

- \$2,500,000 General Fund to continue caseworker and supervisor training as implemented since April. A 50 percent federal funds match is available based on the percentage of children in foster care who are eligible for Title IV-E funding.
- \$2,500,000 General Fund for grants to foster care vendors to increase capacity to recruit and retain foster caregivers and volunteers.
- \$780,000 General Fund to provide quicker access to mental health services and enhance the continuity of care between Behavior Rehabilitation Services and outpatient mental health services.

### **Other Related Costs**

To carry out the directives of Executive Order 19-03, DHS will incur costs for the contractor, A&M, and DAS charges related to the additional hiring of positions in the Child Welfare program.

<b>Request</b>	<b>General Fund</b>	<b>Other Funds</b>	<b>Federal Funds</b>	<b>Total Funds</b>
A&M Contract Costs	\$ 1,668,000	\$ -	\$ 1,112,000	\$ 2,780,000
DAS - Hiring Costs	\$ 123,210	\$ -	\$ 82,140	\$ 205,350
<b>Total</b>	<b>\$ 1,791,210</b>	<b>\$ -</b>	<b>\$ 1,194,140</b>	<b>\$ 2,985,350</b>

In total, DHS is requesting an increase of \$16,122,596 General Fund, an increase of \$55,762 Other Funds expenditure limitation, an increase of \$8,350,571 Federal Funds expenditure limitation, and establishment of 90 positions (68.15 FTE) for consideration in the 2020 Legislative Session to implement the directives of Executive Order 19-03, as recommended by A&M. If these positions are not granted, DHS will be unable to effectively implement the A&M recommendations to address deficiencies in Oregon's Child Welfare System.



# Oregon

Kate Brown, Governor

## Department of Human Services

*Office of the Director*

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Salem, OR 97301

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December 9, 2019



The Honorable Senator Elizabeth Steiner Hayward, Co-Chair  
The Honorable Senator Betsy Johnson, Co-Chair  
The Honorable Representative Dan Rayfield, Co-Chair  
Interim Joint Committee on Ways and Means on Human Services  
900 Court Street NE  
H-178 State Capitol  
Salem, OR 97301-4048

Re: Request for funding and position authority to improve the functionality of the child welfare system, as a result of Governor Brown's Executive Order 19-03

Dear Co-Chairpersons:

### **Nature of the Request**

DHS requests that the Committee acknowledge receipt of this report and recommend an increase of \$16,122,596 General Fund (GF), \$55,762 Other Funds (OF) expenditure limitation, \$8,350,571 Federal Funds expenditure limitation, establishment of 90 positions (68.15 FTE) for consideration in the February 2020 Legislative Session to fund position and infrastructure costs related to Executive Order 19-03. This is the second of three related requests.

### **Agency Action**

Governor Brown issued Executive Order 19-03 in April 2019, to address immediate issues in child welfare, including out-of-state foster child placements, building system capacity, and addressing agency operational challenges, such as public records and communications, data and human resources.

As part of the Executive Order, the Governor established a Child Welfare Oversight Board to provide direction, and DHS contracted with a crisis management firm, Alvarez & Marsal (A&M), to implement changes. (See attached letter from A&M to the Governor for further details on their recommendations.)

Since the Executive Order, DHS has made significant progress, both in child welfare and overall agency operations. For example:

*"Assisting People to Become Independent, Healthy and Safe"*

- A new Public Records Team reduced the public records backlog requests of more than 500 to zero in four weeks.
- The number of foster children in out-of-state facilities has decreased from 88 in March 2019 to 31 as of Dec. 6, 2019. Extensive work has been done within the Oregon continuum of children's care to address service gaps and improve capacity and outcomes for children in the foster care system, so that more children can receive the services they need closer to home. In order to continue to decrease the use of out-of-state facilities, we must continue to prioritize capacity-building and grow available services such as those for children with intellectual or developmental disabilities, psychiatric residential treatment services (PRTS) and behavioral residential services (BRS). Additionally, we need to drive the development of specialized services that are not available in Oregon. This would include programs who have the flexibility to serve 1-5 youth at a given time, each year. A female sex offender treatment program would be one example, as there are currently only 3 youth in foster care receiving this type of residential treatment. Development of these types of programs would require pioneering new levels of care to include financial and multi-system support above and beyond the current service array in Oregon.

Other factors that impact this issue include:

- Geographical location – Eastern Oregon has no current residential treatment programs. Having access to out-of-state programs across the Idaho boarder allow youth to maintain community and family connections. Additionally, Oregon youth placed with family in other states benefit from accessing residential treatment in close proximity to those relatives.
- Crossover youth – Oregon's foster system struggles to find and maintain placement for youth who have committed serious crimes but are not adjudicated. We would need the support of the juvenile justice system to assist in the development and implementation of services to meet the needs of this demographic, which was further confirmed by A&M's assessment of capacity in order to return youth who are currently out of state.
- System efficiencies – A stronger sense of urgency is needed from child-serving systems to examine processes and build more efficient access to current services. Youth in crisis often encounter extensive delays in

accessing emergent and necessary services. There are significant wait times associated with accessing most levels of care.

- DHS successfully hired more than 300 new child welfare workers. These positions included hotline screeners, case workers, supervisors, and support staff that will help ease the caseloads of child welfare workers and enable them to better address safety issues and provide more support to foster families. New, more robust training programs were also created to both improve existing training and to facilitate training new child welfare employees.
- Data dashboards have been created to track key performance metrics associated with out-of-state placements, overdue child safety assessments, foster care licensing, Critical Incident Review Team (CIRT) reports, and the Oregon Child Abuse Hotline (ORCAH).
- There has been significant work to streamline, track, and organize the Critical Incident Review Team, which reviews child fatalities to identify systemic issues and develop prevention strategies. Child Welfare is developing a new organizational structure to increase transparency in reviewing child fatalities and to enhance programming to support fatality prevention.

This letter is part two of a three-part request to obtain funding and position authority to continue and build on this progress. DHS worked with Alvarez & Marsal to determine specific staffing needs included in this package.

#### Position recommendations

This package requests the establishment of 90 positions (68.12 FTE) to continue to improve outcomes for children and families and overall agency operations. This investment request includes funding and position authority related to infrastructure investment, training, foster family recruitment and retention, and funding for the A&M contract. New positions will allow the Child Welfare program to:

- Establish a training unit to improve child safety and staff retention.
- Improve foster caregiver training and retention.
- Establish a night shift and Continuous Quality Improvement (CQI) team at Oregon Child Abuse Hotline.
- Provide adequate staffing resources to use data and trends from CIRT reviews to influence fatality prevention programming.

- Bolster Child Welfare and DHS operations with positions to support continuous quality improvement, project management, implementing future goals and directives, and Federal policy interpretation and reporting.
- Coordinate tasks, responsibilities, and decision-making between Central Office and the field.
- Streamline human resource tasks and strengthening hiring capacity within DHS and Child Welfare.
- Create a Child Fatality Review and Prevention Team responsible for meeting the requirements of SB 832 and researching and developing evidence-based training and strategies to reduce and prevent child fatalities in the child welfare system.

Infrastructure recommendations:

A&M identified non-personnel, infrastructure recommendations required to address Executive Order 19-03 and improve Child Welfare operations. The investments for the infrastructure recommendations are based on the projected cost for the remainder of the biennium. The goal of these recommendations is to improve caseworker effectiveness, support foster family capacity, and increase access to mental health services through the following investments:

- \$2.5 million General Fund for Caseworker and Supervisor Training: To address significant gaps in training capacity and content, an additional investment is necessary to fund existing training programs that support caseworkers, case aides, mentors, and supervisors. This investment will allow DHS to consistently provide quality pre-service training to field staff at all levels. Without sufficient pre-service preparation, staff cannot ensure the safety of the children, or themselves. Consistent and quality pre-service training will not only improve child safety and placement stability, but also support staff retention by sending new employees into the field prepared to safely fulfill the complex duties of their role. These training dollars are eligible for a 50 percent federal funding match based on the percentage of Children in Foster Care who are eligible for IV-E.
- \$2.5 million General Fund for Funding of Foster Care Vendors: Currently, funding for key foster care vendors is carved out of the budget as grants. A&M recommends that these partnerships and services continue on a permanent basis, through formal contract agreements to allow DHS to build significant capacity statewide to recruit and retain foster caregivers and volunteers and connect with the communities DHS serves. These vendors

have allowed DHS to not only increase the number of interested foster parents, but also to diversify participating families. Without these contracted services, DHS would be unable to recruit enough diverse caregivers to meet their need. Since funding for these programs was carved out of Child Welfare's foster care program budget, this investment will also allow the existing budget to fund other crucial investments needed for foster family recruitment and retention, such as: improving the level of supportive and affirming care for LGBTQIA+ youth, 24/7 access to in-home and phone support when needed by foster family or relative caregiver, increasing the amount of monies allocated for flexible funds which branches can access to help support foster families or relative caregivers, expanding respite services, and improving caregiver training.

- \$0.78 million General Fund for Facilitated Rapid Access to Mental Health Services: By improving the timely access to mental health care and enhancing the continuity of care between behavioral residential services (BRS) and outpatient mental health services, DHS can reduce the number of youth who need more intensive residential services and/or out-of-state placement and improve outcomes of BRS services. This investment will allow clinicians to partner with BRS providers to be available onsite if the youth's behaviors require emergency intervention or onsite services. The model seeks to provide the level of services specified by Family First regulations, which require access to behavioral and other clinical services 24 hours per day. DHS Child Welfare is requesting additional GF to expand these services statewide and cover costs that are not billable to outpatient services under Medicaid. With this program, clinicians will be available to perform crisis prevention and intervention and provide training to staff in support of a treatment plan.

Further Recommendations related to package 1:

In addition to the new positions included in this package, A&M recommends or supports 167 "double-fill" positions included in Package 1. These are critical positions to DHS operations and were either established during A&M's engagement or created before A&M's arrival.

### Combined Ask

The three packages are detailed below. This letter relates to **Package 2**.

#### **Package 1: Clears current double-fills**

Positions	FTE	General Fund	Other Funds	Federal Funds	Total
331	312.50	\$39,920,940	\$735,607	\$29,659,556	\$70,316,103

#### **Package 2: Creates new positions recommended or supported by Alvarez & Marsal**

	FTE	General Fund	Other Funds	Federal Funds	Total
<b>90 Positions</b>	<b>68.15</b>	<b>\$8,551,386</b>	<b>\$55,762</b>	<b>\$4,418,335</b>	<b>\$13,025,483</b>
<b>Infrastructure</b>	<b>0</b>	<b>\$5,780,000</b>	<b>\$0</b>	<b>\$2,738,096</b>	<b>\$8,518,096</b>
<b>TOTAL</b>	<b>68.15</b>	<b>\$14,331,386</b>	<b>\$55,762</b>	<b>\$7,156,431</b>	<b>\$21,543,579</b>

#### **Package 3: Creates new positions (unrelated to Alvarez & Marsal work)**

Positions	FTE	General Fund	Other Funds	Federal Funds	Total
38	33.19	\$3,138,271	\$154,498	\$2,519,456	\$5,812,225

### **Total**

	FTE	General Fund	Other Funds	Federal Funds	Total
459 Positions	413.84	\$51,610,597	\$945,867	\$36,597,347	\$89,153,811
Infrastructure	0	\$5,780,000	\$0	\$2,738,096	\$8,518,096
<b>TOTAL</b>	<b>413.84</b>	<b>\$57,390,598</b>	<b>\$945,867</b>	<b>\$39,335,444</b>	<b>\$97,671,907</b>

### Other Related Costs

During the 2019-21 biennium DHS will incur the following two costs related to the Executive Order. First a need of \$123,210 GF and \$82,140 FF limitation for DAS charges related to the “surge hire” of position in Child Welfare. Second, \$1,668,000 GF and \$1,112,000 FF limitation in the Child Welfare budget for the 2019-21 costs of the A&M contract.

**Action Requested:**

DHS requests that the Committee acknowledge receipt of this report and recommend an increase of \$16,122,596 General Fund (GF), \$55,762 Other Funds (OF) expenditure limitation, \$8,350,571 Federal Funds expenditure limitation and establishment of 90 positions (68.15 FTE) for consideration in the February 2020 Legislative Session to fund position and infrastructure costs related to Executive Order 19-03.

**Legislation Affected:**

Program	Legislation impacted	Fund Type	Requested Funding
Central Services/SAEC	ch 668 1(1)	General	\$1,541,009
Central Services/SAEC	ch 668 2(1)	Other	\$54,383
Central Services/SAEC	ch 668 3(1)	Federal	\$1,345,620
CW	ch 668 1(3)	General	\$14,581,587
CW	ch 668 2(3)	Other	\$1,379
CW	ch 668 3(3)	Federal	\$7,004,951

If you have questions, please contact Eric Moore at 503-884-4701.

Sincerely,



Eric Luther Moore  
DHS Chief Financial Officer

cc: Laurie Byerly, Legislative Fiscal Office  
Ken Rocco, Legislative Fiscal Office  
George Naughton, Department of Administrative Services  
Tamara Brickman, Department of Administrative Services  
Ali Webb, Department of Administrative Services  
Mike Streepey, Department of Administrative Services



December 9, 2019

The Honorable Kate Brown, Governor of Oregon  
900 Court Street NE  
Governor's Office, State Capitol  
Salem, OR 97301-4048

Dear Governor Brown,

The purpose of this letter is to recommend that DHS put forth a \$14.3M budget request that will provide the resources the agency needs to enhance child safety, improve operations, and increase public transparency and oversight of Oregon Child Welfare. This letter includes a recommendation for \$8.5M of funding and position authority for 90 new positions and an additional \$5.8M of infrastructure recommendations to improve outcomes for children and families.

Governor Brown issued Executive Order 19-03 in April 2019 to address immediate issues in child welfare, including: out-of-state foster child placements, compliance with Oregon statutes regarding Public Records and Critical Incident Review Teams (CIRTs), hiring and human resources, building capacity for general and therapeutic foster care and behavioral health care for children and youth, workforce challenges, and the use of data to improve operations.

As part of the Executive Order, the Governor established an Oversight Board to provide direction and contracted with Alvarez & Marsal to implement operational changes.

Since the Executive Order was issued, DHS has made significant progress. For example:

- In four weeks, a new public records team reduced the public records backlog requests of more than 500 to a functional zero.
- The number of children in out-of-state facilities decreased from 87 in March to 31 as of 12/4/2019. Child Welfare continues to work on building capacity

to reduce the need to send youth out of state to receive the appropriate level of treatment.

- DHS made 345 conditional job offers to new child welfare workers and established a more robust training program to better prepare new workers for the job. The new staff will bring significant relief to the field.
- Dashboards have been created to track key performance metrics associated with out of state placements, overdue assessments, foster caregiver certification, CIRT reports, and the surge hire.
- Child Welfare is developing a new organizational structure to increase transparency in reviewing child fatalities and to enhance programming to support fatality prevention.

Additional staffing and funding are needed to sustain and build on this progress. Alvarez & Marsal worked with DHS to determine specific staffing needs to be included in this package.

### **Personnel Recommendations:**

All positions requested by DHS were reviewed by A&M and assigned to one of the three following categories:

- **A&M Recommendation:** A&M has created and/or vetted the recommendation.
- **A&M Supports:** A&M did not create the request for this position, but based upon our understanding of Child's Welfare's needs, our team supports the request. To be considered for this category, the request must be related to Executive Order 19-03; or directly or closely linked to A&M's scope of work.
- **Not Applicable:** A&M does not have a stance on these requests because the request is for another division of DHS other than child welfare or is outside of the scope of A&M's work. It should be noted that requests in this category have not been evaluated by A&M but may be essential to DHS operations.

The 90 positions listed below are all **new** positions recommended or supported by A&M. The cost for these new positions is estimated using a 15-month projection.

Positions	General fund	Other fund	Federal	Total Request
90	\$8,551,386	\$55,762	\$4,418,335	\$13,025,483

- 1. Improve Child Safety and Outcomes:** The new positions that A&M recommends are intended to enhance efforts to keep families together and prevent out of home placements and strengthen resources and safety measures for children receiving Child Welfare services. A&M recommends or supports a \$4.8M investment to establish 50 new positions to enhance child safety and improve program outcomes to:
  - Establish a training unit to improve child safety and staff retention;
  - Improve foster caregiver training and retention;
  - Establish a night shift and Continuous Quality Improvement (CQI) team at Oregon Child Abuse Hotline (ORCAH); and
  - Provide adequate staffing resources to use data and trends from CIRT reviews to influence fatality prevention programming.
- 2. Improve Operations:** Central Office and DHS Field Offices perform critical functions in support of Child Welfare caseworkers. Operational issues impair the critical work of field staff, threatening child safety and exacerbating workforce challenges and other issues identified in Executive Order 19-03. Insufficient staffing resources were at the core of several of these issues. A&M recommends or supports a \$2.5M investment to establish 27 new positions to improve operations to:
  - Bolster Child Welfare and DHS operations with positions to support continuous quality improvement, goal and strategy alignment, and Federal policy interpretation and reporting;
  - Coordinate tasks, responsibilities, and decision-making between Central Office and the field; and
  - Streamline human resource tasks and strengthening hiring capacity within DHS and Child Welfare.

**3. Increase Public Transparency and Oversight:** As directed by Governor Brown's Executive Order 19-03, A&M established multiple workstreams to ensure compliance with Oregon Public Records Law and implement laws prescribing the new CIRT process and timeline. A&M recommends and/or supports a \$1.2M investment to establish 13 new positions to protect the public interest in providing transparency into and oversight of Child Welfare's responsibility for child safety and well-being to:

- Centralize and expand the Public Records unit;
- Create a Child Fatality Review and Prevention Team responsible for meeting the requirements of SB832 and implementing human factor interviews in the CIRT process;
- Expand the capacity of ORRAI so that they can produce dashboards and reports that reflect the key Child Welfare performance metrics and allow leadership and staff to use data for strategic decision making; and
- Centralize the DHS Communications team with dedicated resources for proactive communication with the public.

### **Infrastructure Recommendations:**

A&M also identified non-personnel, infrastructure recommendations required to address Executive Order 19-03 and improve Child Welfare operations. The investments for the infrastructure recommendations are based on the projected cost for the remainder of the biennium. The goal of these recommendations is to improve caseworker effectiveness, support foster family capacity, and increase access to mental health services through the following investments:

- **\$2.5M for Caseworker and Supervisor Training:** To address significant gaps in training capacity and content, an additional investment is necessary to fund existing training programs that support caseworkers, case aides, mentors, and supervisors. This investment will allow DHS to consistently provide quality pre-service training to field staff at all levels. Without sufficient pre-service preparation, staff cannot ensure the safety of the children, or themselves. Consistent and quality pre-service training will not only improve child safety and placement stability, but also support staff

retention by sending new employees into the field prepared to safely fulfill the complex duties of their role. A&M recommends an additional General Fund investment of \$2.5M training dollars that are eligible for a 50% Federal funding match.

- **\$2.5M for Permanent Funding of Foster Care Vendors:** Currently, funding for key Foster Care Vendors such as Every Child Oregon is carved out of the budget as grants. A&M recommends that these partnerships and services continue on a more permanent basis, through formal contract agreements. This will allow DHS to build significant capacity statewide to recruit and retain foster caregivers and volunteers and connect with the communities DHS serves. These Foster Care Vendors have allowed DHS to not only increase the number of interested foster parents, but also the diversity of participating families. Without these partners, DHS would be unable to recruit enough diverse caregivers to meet their need. A formal funded contract will allow the vendors to build on the incredible outcomes they have achieved to date. Since funding for these programs was carved out of their Foster Care program budget, this investment will also allow the existing budget to fund other crucial investments needed for Foster Family recruitment and retention. The existing budget will be able to fund crucial pieces such as improving the level of supportive and affirming care for LGBTQIA+ youth, 24/7 access to in-home and phone support when needed by foster family or relative caregiver, increasing the amount of monies allocated for flexible funds which branches can access to help with a foster family or relative caregiver, expanding respite services, and improving caregiver training.
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- **\$0.78M for Facilitated Rapid Access to Mental Health Services:** By improving the timely access to mental health care and enhancing the continuity of care between BRS and outpatient MH services, DHS can reduce the number of youth who need more intensive residential services and/or out of state placement and improve outcomes of BRS services. This investment will allow clinicians to partner with BRS providers to be available onsite if the youth's behaviors require emergency intervention or onsite services. The model seeks to provide the level of services specified by

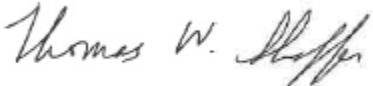
Family First regulations which requires access to behavioral and other clinical services 24 hours per day. This service will be piloted in 2020. DHS Child Welfare is requesting additional general funds to expand these services statewide and cover costs that are not billable to outpatient services under Medicaid. With this program, clinician will be more able to performs crisis prevention and intervention and provide training to staff in support of a treatment plan.

In addition to the list of new positions and infrastructure recommendations above, A&M recommends or supports 167 ‘double-fill’ positions. The request for ‘double-fill’ positions is included in DHS’s double fill request letter– these requests that are critical to Child Welfare operations were either established during A&M’s engagement or created before A&M’s arrival. The following position request is included in DHS’s double fill request letter.

<b>Positions</b>	<b>General fund</b>	<b>Other fund</b>	<b>Federal</b>	<b>Total Request</b>
167	\$20,660,335	\$185,121	\$12,524,693	\$33,370,149

If you have questions, please contact Thomas Shaffer at 202-729-2118.

Sincerely,



Thomas William Shaffer  
Co-National Practice Leader  
Alvarez & Marsal Public Sector Services, LLC

cc: Wanda Seiler, Senior Director, Alvarez & Marsal Public Sector Services, LLC