

**Marion County
Children and Families Commission
Strategic Planning Meeting**



DATE: October 22, 2015

Location: Broadway Commons
1300 Broadway Street NE
2nd Floor, Grant Room
Salem, Oregon



TIME: 11:30AM – 1:30PM

11:30 Lunch Provided

11:45 Welcome & Introductions

**Judge Prall
Sheriff Myers**

- Approve Summary Notes
(Exec. Mtgs: 2/17/15 & 5/19/15; Full CFC 5/14/15)

11:50 Bylaws Revision

Information

Tamra Goettsch

11:55 Concepts for Consideration

**Information and
Action**

Tamra Goettsch

- Family Preservation
- Recommendation

12:00 Youth Panel

Information

Subgroup Participants

- Inventory
- List of Topics

12:15 Future Direction of CFC

Action

All

- Adopt or amend list of topics

12:30 Casey Gwen, Family Justice Center Alliance

Information

Janet Carlson

- Focus group discussion on victim services

1:00 CFC Current Activities

**Information
And Action**

**Tamra Goettsch
CCS Youth Council**

- CCS Youth Council
- CRN
- FPAT
- January Event
- Dr_xugSafe

1:30 Adjourn

Meetings are audio taped for the purpose of having a public record of the proceedings.

Handouts:

- Agenda
- Summary Notes
- Draft Bylaws
- Mission
- Family Support Preservation Recommendation
- Concepts for Consideration
- Youth Services Inventory
- Youth Issues Discussion
- Alliance Community Assessment
- Theory of Change
- Family Check-up Flyer

Children and Families Commission - Youth Issues Meeting

September 9, 2015

Commissioners Board Room

Summary Notes by Denise Clark

Facilitated by Commissioner Carlson

In Attendance: Cyndi Astley, Community Action Agency; Phillip Blea, Marion County Children's Behavioral Health; Sue Bloom, Boys & Girls Club; Commissioner Janet Carlson, Marion County Board of Commissioners; Laurie Shaw Casarez, City of Salem; Troy Clausen, Marion County Sheriff's Office; Kaitlynn Chritton, Incite Inc.; Faye Fagel, Marion County Juvenile Department; Tony Frazier, Incite Inc.; Tamra Goettsch, Marion County Community Services Department; Josh Graves, Catholic Community Services; Levi Herrera, Mano a Mano; Erick Hlad, Marion County Sheriff's Office; Marion County Judge Tracy Prall; Jon Reeves, Community Action Agency; Katie Stubblefield, Incite Inc.

Meeting Convened: 11:36 AM

As co-chair of the Children and Families Commission, Judge Prall opened the meeting and thanked everyone for their attendance.

Background

Building from the decision made at the May 2015 Children and Families Commission (CFC), Commissioner Carlson explained that the goal of the meeting was to figure out how to move the commission forward with intention and a clear purpose. Commissioner Carlson recapped that the EcoFIT program model was presented at the May meeting and directly following that presentation, Co-chair, Judge Prall led a discussion on the future direction of the CFC. After some discussion, Cyndi Astley made a motion for the commission to address the needs of youth ages 12-18. The motion carried and a voice vote confirmed the direction. Commissioner Carlson added that family support could be a possible addition to the CFC's focus. [Since the May CFC meeting, the Board of Commissioners made changes and Commissioner Carlson will be the board's liaison to the CFC rather than Commissioner Brentano]

Commissioner Carlson gave some background history on the evolution of the commission statewide system and how it was organized in Marion County. Commissioner Carlson began working on commission interests in 1991. At that time the juvenile system was trying to keep kids out of the state institutions. In 1993, the Oregon Children and Youth Services Commission was changed to the Oregon Commission on Children and Families. That lasted for about 20 years and then dissolved. As part of a new system focusing on young children, Early Learning Hubs were established under the Department of Education. Marion County either contracted out or physically staffed the system that served Marion County's children, youth and families efforts for over 40 years. Prior to the commission system sun setting in 2013, Marion County had nine staff members dedicated to CFC efforts. Once the state financial support was discontinued, the department was reduced to just three employees. That department is now called the Community Services Department and is responsible for many program areas: Marion County Fair; Marion County Dog Services; Economic Development, including the Oregon Garden; MCRI Client Fund, and OSU Extension, which is now a service district. The department is growing; there are currently six permanent staff. The CFC needs to operate with a lot less staff support from the county. Commissioner Carlson invited those in attendance to share their thoughts on important areas for the CFC to focus.

Tamra added to the background that there was an executive committee meeting held following the May meeting to discuss the commission's direction. Additionally, she added that the leadership represented at the CFC table is a valuable asset; there is no other organization that has the same type of leadership representation as the CFC. At the same time, the CFC needs to stay focused on the responsibilities the Board of Commissioners (BOC) has given this body.

Commissioner Carlson confirmed that the BOC doesn't want to disband the CFC due to the leadership that is represented, in large part. Commissioner Carlson suggested that this group focus more on the "what" versus the "how" for now. As indicated in the outline distributed:

1. Policy Issues
2. Larger deeper issues- topical (homeless kids, Latino youth, in school youth, substance abuse prevention, etc.)
3. Partner Issues
4. System and Service Alignment
5. Community Engagement
6. Education/Networking Opportunities

Open Discussion

- a. Phil Blea suggested looking at court appointed issues; looking at the barriers. There are currently more programs assisting adults than youth. He suggested educating existing program providers on the issue and to bring attention to this in order to prevent issues that are being treated in the adult population. As an example, Commissioner Carlson expressed that there are many youth with mental health issues in the judicial system.

Phil believes the larger systemic view would be to look at how to improve visitations through the Department of Human Services (Child Welfare), including addressing parents' trauma. He'd like to find a way to get the mentally ill out of detention faster.

- b. Phil also stated that there is a high level of youth of color in the "system." We need to infuse mental health into the local organizations to address needs at all possible points.
- c. Cyndi Astley noted that trauma informed care can be used to prevent folks from entering into custody; stopping the flow of kids making bad choices. There needs to be a central location for teens to access mental health services with a one-stop option. Kids seeking certain support have a more difficult time than adults, i.e., there is no emergency shelter in this community; no place for a kid to run to escape when it's bad at home.
- d. Commissioner Carlson remarked that the runaway and the homeless is a big issue; we need to identify how to make a difference.
- e. Faye Fagel noted that the minority over-representation in the juvenile justice system is always a topic of conversation – "If we don't put kids in detention, then there isn't any place else to put them?" There are many levels in the system- child welfare, juvenile justice, non-profit. Are we making equitable decisions for all youth?
- f. Phil remarked that the 10-12 year old range is a critical age and is where we are losing kids. How do we address the parents' issues as well?

Faye stated that EcoFIT supports families in gaining support skills.

Commissioner Carlson explained that EcoFIT is a researched-based model designed for families to come in for a “check-up.” This model is designed so the family can pick one or two elements that they want to work on instead of following a 12-step model, for example. EcoFIT’s results are showing that once a family is successful in a couple of areas, that success tends to continue in other areas. The program is now called the “Family Check-up.” One problem that has been noted is that the staff who are typically trained tend to be highly mobile (changes jobs frequently) so there is limited consistency. To address this, the mid-level leadership was targeted for training, hoping that they would train the lower level. That hasn’t worked out well either as those folks don’t end up passing on the training. Commissioner Carlson has contacted, Kevin Moore, who is willing to come to Salem to do a community assessment. [Dr. Kevin Moore is an Intervention Scientist at the Child and Family Center, Prevention Science Institute at the University of Oregon and is key part of the team that consults on the Family Check-Up program.] Commissioner Carlson suggests bringing in granting organizations that might be interested in financially supporting the roll-out of this program in Marion County. Dr. Moore is available October 15, 29, or November 3. (A date will be confirmed at a later time)

- g. Josh Graves indicated that he is interested in discussing the high number of Latino youth in the judicial system. He suggests a community-based supervision and support program with a strong justice approach. With support from the local community, he could go back to the Oregon Youth Authority (OYA) for funding support. Marion County needs a focused residential support component. He also suggests using “Check and Connect” in the schools. It is an intervention used with k-12 students who shows warning signs of disengagement and are at risk of dropping out. The program includes intensive case management and has a strong restorative justice component that keeps youth out of the juvenile justice system. He is working on a concept paper now (75%).

h. Sue Bloom suggests having a structure in place for Incite’s use. (Training Teens for Tomorrow will still exist.)

When asked if Incite focused on in-school youth or out-of- school youth, it was stated that based on federal guidelines, they need to put considerable focus on out-of-school youth.

- i. Cyndi noted that there is not a systems’ approach to youth employment; giving kids skills while in school and transitioning them to the next level. There needs to be a partnering with different programs as they move up the levels. How can the county system create some linkage between these programs?
- j. Levi Herrera said Mano a Mano has a program that assists youth to stay in school and reduces the likelihood of homelessness. It is a combination of mentoring and case management. They have found that the it is long term engagement with the youth is what makes it work. Mano a Mano needs resources to launch the program; there are people already trained. Mano a Mano applied to the Youth Development Council (YDC), but wasn’t successful. The Legislature didn’t allocate enough resources to meet the number of applications submitted.

Faye shared that the YDC review team ranked applications and funded as many as possible; they then went back to the Legislatures for another \$6.6 million. The YDC wasn’t successful in their additional fund request.

Commissioner Carlson noted that different entities may have one or two logical partners. She suggested that perhaps this group could leverage opportunities amongst each other; finding themes for collaborative grant proposals. The state is focused on the Collective Impact model.

Faye noted that the Youth Development Council's time lines are really short. Commissioner Carlson remarked that there are grants other than Youth Develop Council grants.

- k. Phil noted that the CFC has had great impact in the past. Some school districts are now making changes to allow older kids start school later, and younger kids start earlier. This is needed in Marion County; he'd like the topic to be re-visited.

Cyndi remarked that she once was a citizen ambassador for Salem-Keizer Public Schools. The group spent a year on this very topic. The end result was that they determined it couldn't happen due to bus schedules.

- l. Tony Frazier noted that Incite serves Linn, Marion, and Polk counties. They fund a youth program that serves youth ages 16-24 in each county. Incite's guiding legislation requires that they focus on youth employability – work readiness. Businesses are needing employable individuals that can show up on time and stay off drugs. Oregon has 60,000-70,000 youth that could benefit from the type of services that Incite provides; the problem is connecting the youth and the businesses. Young people don't know how to be in the work place; they need to have their first experience to learn. Marion County needs a system that allows young people to work while gaining the needed skill sets. Incite provides soft-skills training and a 200 hour work experience program. The barrier is finding the youth to participate; in part the issue is cultural – parents don't push kids to start work ASAP; the down-turn of the economy in '08; and kids losing hope and giving up. There needs to be an opportunity to engage these youth and show them the opportunities. Incite asks businesses to create a first time work opportunity. Incite is also trying to recover high school drop-outs; a career treatment network could do this.

Katie Stubblefield remarked that the businesses working directly with the youth have difficulty with adjusting to the youth's needs. Additional support is needed from the community to help employers help the youth.

Tony shared that Incite has a program called iTrack, which tracks participants participating in their system. They are interested in asking the state for more dollars to fund paid internships.

Commissioner Carlson suggested that Levi identify youth for Incite's program; Levi agreed. A reoccurring problem for businesses is that kids have to be out of school to be able to take the jobs.

Tony stated that many employers see a low employment readiness amongst many youth. Incite's program has three pillars that address the soft skill sets prior to getting to the hard skills. Once completed, a participant receives a certificate. The federal government doesn't give any credit for teaching soft skills, but it is what employers are wanting. The state helped Incite launch its program and they are now working with Chemeketa Community College to get students completion credits. Tony also wants to establish a partnership with the new CTEC school (Career Technical Education Center). Rep. Paul Evans is interested in finding a way to offer a tax credit to businesses that employ youth.

- m. Tamra observed that Marion County has great programs for youth, but the information isn't reaching the parents. She suggested that the CFC connect with the Economic Development Advisory Board. On a side note, the Marion County Dog Shelter might be a place for youth to volunteer/intern. (The youth must be at least 16 years old to work at the shelter.)

n. Laurie Shaw Casarez indicated that she likes the idea of a mental health hub accessible during later evening hours. She is currently working with Salem Leadership Foundation and the Children in Crisis Action Team (a conglomeration of youth services that get together to discuss issues.) The City of Salem is responsive to what they are seeing in the field; they could get behind a hub concept and believes there are available youth development resources to help. There needs to be a systems approach for hiring youth; many are using the Salem/Keizer teens web site they have set-up. Every Tuesday she posts local jobs on Facebook. The city supports the Strengthening Families program and other prevention efforts, but the city is considering shifting some of its funding to provide mental health workshops for parents. They hold a youth-designed, youth-lead Youth Summit each year for about 125 participants. Youth drive the content. Youth who participate have indicated that the stress and pressures that adults place on young people will become the next summit's focus. Laurie supports looking into mental health resources in the schools.

Troy Clausen observed that no school district representatives were present at the meeting. The LEAD's (Law Enforcement Assisted Diversion) program focuses on connecting youth to needed social services – these are youth who have mental health, as well as alcohol and drug issues. Of the 337 respondents to a recent jail survey, over 50% were first arrested as a juvenile and 60% of those were under the age of 15. Troy said that in looking at his own experience with kids he believes that there is a “relational emergence” to be addressed. Grade school youth enter middle schools at a challenging time of their development. We need to teach relational coping skills before youth enter middle school. There is also a need to engage school districts more; getting them to the table for these discussions.

As the CFC has agreed to meet quarterly, work will need to be done outside of those quarterly meetings. There should be focus on a very specific task then bring the right people together to accomplish the task; putting together a team of people that have different levels of expertise.

Cyndi responded that in meeting quarterly, she doesn't feel much will get done. She has already blocked her calendar for the monthly commission meetings. Faye expressed that she liked the policy and decision making part of the CFC meetings. The other groups should include the case management people.

Commissioner Carlson suggested that the policy requests need to be shaped by the people that are looking at it more intentionally. It depends on the topic whether to address the need right now; some are not policy issues. The group needs to decide what we are working on.

Jon Reeves stated that the leadership of the Community Action Agency took on the fundamental task of doing the collective work. He suggests having action teams working in between the quarterly meetings, as well as identifying ways to engage youth in developing solutions.

Tamra suggested refining the target list and giving it to the CFC to confirm its focus. The CFC members must have a commitment to which actions are prioritized and which can benefit from their individual/collective leverage. She supports working teams, identifying a model that works that includes interested and knowledgeable parties, and then sending recommendation to the CFC for final direction and implementation. She added that Community Services, within its limited capacity, will help wherever possible.

Commissioner Carlson stated that she and Tamra will work on structure that could work for the CFC and will then send it out for additional input to this group; all agreed. Part of the model's challenge is to address the needs of all 20 cities

within the county, not just the Salem area. It was recognized that not all organizations that work with youth were present at this meeting, but in the years of experience with the CFC system those present serve the majority of the youth in need. It was also recognized that whatever model is identified, it will build on the efforts that already exist versus duplicating. Our goal is to help close the gaps.

Judge Prall closed by saying the other purpose of this meeting was to identify some targets, and then go back to the CFC with some guidance, goals, and direction. The decision to go to quarterly meetings is at the request of the CFC members. Members of the commission will be invited to be on subgroups created. The CFC membership are good at barrier busters and are supporters of collective impact.

It was agreed that those in attendance will be invited to the next CFC meeting.

Meeting adjourned: 1:20 PM.

Marion County Children & Families Commission Executive Committee

May 19, 2015 at 12:00 PM, Courthouse Square

Summary Notes

Members Present: Commissioner Sam Brentano, Gayle Caldarazzo-Doty, Commissioner Janet Carlson, Randy Franke, Terri Frohmayer, Chuck Lee, Sheriff Jason Myers, Allan Pollock, Hon. Tracy Prall, Shaney Starr

Staff: Denise Clark, Tamra Goettsch

Notes by Denise Clark

Meeting Convened: 12:05 PM

Announcements:

Judge Prall announced two Children and Families Commission (CFC) member resignations- Rick Cagen and Dick Withnell. She feels that the body is at risk of having folks leave the commission if the commission's direction is unknown.

Consent:

There was not a quorum present to approve the February 17, 2015 Executive Summary Notes.

Other Business:

Judge Prall felt that the agenda at last week's CFC meeting was "pushed quickly." The executive team is not getting much advice from the CFC membership as to which direction to head. Tamra received feedback after the meeting; the comments indicating that people felt pressured to make a decision last week. (The Additional Comments document was distributed to those present.) People felt pressured to either discontinue the commission or make the focus of the commission be youth 11-18; however the latter was not fully supported.

Tamra echoed what the judge said. The motive of last week's meeting was not to direct; just to gain clarity. If the commission is going to continue, there needs to be focus, purpose, and commitment for direction. She distributed the documents that were decided on jointly with all members prior to the September meeting. (Months were spent working on it.) The three big areas were economic development, work force development, and impacting poverty. Members felt the end results were too big to get measureable results, thus they developed the refined documents. Out of that came the 4 focus areas. The question became how could commission members use their time and talents to reach those goals?

In the last meeting the message was received that there is a value for the commission members. The struggle is that there are no additional resources. In the past the funding defined the commission and its role and function within the community along with the legislative mandates. Those are gone; it is now an advisory body to the Board of Commissioners (BOC).

Commissioner Brentano noted that there is no true staff dedicated to the commission. Tamra's department (Community Services) has grown, but there has been no funding provided with that growth.

Previously nine staff members were committed to the CFC. They are now five staff members with six different focus areas. The department does not have the same level of staff there once was.

Tamra pointed out the notes captured and posted on the walls around the room. These are the programs and resources available in the community. However, there is no one organization over seeing them. Some work has been done with local providers and partners in the community. At one time 15-20 organizations in the community were included in the discussions. Tamra has not had the time to dedicate to this.

Commissioner Carlson noted that we are one of the few counties in the state to still have a Children and Families Commission. The state focus is on the early learning hubs which receives lots of funding. The Youth Development division of the state is providing grants to community organizations around the state. Since the commission no longer receives money from the state, it now has the opportunity to re-invent itself. There can be smaller groups such as networking, policy making, barrier busting, project oriented groups, etc. There will never have the staff support we once had. With the talent and power on the commission, an organization can step up and say they will staff it out of their office. An alternative is to make this body a networking group for once a month "fellowship". The re-entry initiative experienced a similar progression. People have come together to do the work; they are not dependent on staff support from the County. The Community Services Department can only focus a small portion of what they do on the commission.

Randy Franke expressed that he is extremely embarrassed about the previous meetings he's missed. He said that he did not speak up in last week's meeting; he also was just coming back from being ill with a respiratory virus. He complimented the work that was done on the document that was handed out. Neighborhood Vitality concerning transportation is a big interest of United Way; its other interest is education with emphases on the zero to eight age group. They identify with the family individual stability piece. The economic side with the work force and barriers to reentry affect their focus of interest. One thought he has is there is value in bringing issues to this group. He suggested that not everyone will be interested in a particular topic but can have volunteers who create a small work group around the issue. They could bring it back at a later time to the full group, to gain interest and support.

Shaney Starr noted that the medical foundation has had to re-invent itself in the past few years, just like the commission is doing now. With health care reform, some of their work went away. She didn't speak up at the last meeting either. She said it's because she is a "newbie" to the non-profit world and to Salem and Marion County. The document Tamra distributed has similar targets as a program she is involved with called Healthy Beginnings/Healthy Communities. This is sponsored by the NW Health Foundation. Many of their initiatives are captured in Tamra's CFC structure document. She asked permission to fold this work into what they are proposing through NW Health Foundation. (She was given permission to do so.) The document they will be submitting in October is for 5 years of funding. The goal is to build adult capabilities to have healthy children and families. She gave kudos to Tamra for the well written document. She also expressed concern about hearing at the last meeting that people felt out of balance or that they weren't not being utilized effectively.

Gayle Caldorazzo-Doty expressed that she does feel off balance. As a business owner she wonders how she can be a good contributor.

Shaney expressed that she is concerned about losing contact with commission members, their resources, and the institutional knowledge they represent.

Tamra felt that disbanding the CFC would be a huge loss as there is so much leadership brought to the table all at the same time.

Commissioner Carlson said that they recently wrote a re-entry grant. It included information on all the collective bodies that advise the BOC. This helped fill the federal requirements for the grant.

Allan Pollock expressed that as a new person to the commission, he's observed the group going from a "doer" group to an "advisory" group. What are the key issues that need discussing? What is the BOC interested in; what do they need advice on for their decision making?

Judge Prall wonders if the body actually gives advice to the BOC. Is there a better way for the BOC to utilize the commission?

Commissioner Carlson said that with no money or plan, there is no need to advise the BOC. The CFC hasn't really "landed" since the old days. The BOC doesn't direct the CFC on what to advise on.

Sheriff Myers said he was sorry that he was unable to attend the last meeting. He feels the problem has been engagement when trying to find a place to "land". Nothing is "jelling" as the membership numbers drop. There is the need to find something that is going to engage people, and have them stay on the commission. Without the funding and charge, it's been difficult. He said that Tamra and her staff have tried hard to move the Commission forward.

Chuck Lee feels that everyone wants to stay together, but the topics are too broad. It's going to be hard to find something everyone is going to engage in. Networking is of value; perhaps each organization comes and talks for a few minutes on where they could use assistance.

Terri Frohnmayer feels she has to be attracted to something to be a participant; she has to be able to add value; if it's just "talking to talk", she doesn't gain from that. She has to be interested and identify where she can help.

Chuck suggested to Terri that she could take the messages back to the business community to get them involved with the issues.

Terri said that when Dick Withnell first asked her to come on the commission, they hoped to work themselves out of a job; do something to make a difference, not just always be re-acting. She feels that the root of the tree is family stability.

Shaney said what is needed is to increase the adults' capabilities; help them fix themselves to fix the family and build that community capacity.

Gayle feels she wants to be able to add value; she expressed disappointment that the commission is in this position. She agrees with Chuck that the networking is valuable. She wants to be involved in the community and know what's going on around her. If it's a networking group of some kind, she would still come; she likes the connection.

Sheriff Myers suggested having a quarterly meeting with one specific topic for the meeting.

Shaney expressed that boxing ourselves into a topic makes her nervous as things change at a rapid rate of speed.

Sheriff responded that we've gotten too broad in the past and have been ineffective.

Commissioner Carlson suggested a compromise between the two positions- organize the meetings in such a way that there is a larger block of time given to work on deeper issues, followed by a shorter amount of time for other issues to be brought up.

Shaney suggested having members be responsible for bringing an issue (or a presentation) before the commission.

Tamra noted that the sole subcommittee of the Children and Families Commission is the Family Preservation Action Team. They hold meetings and have sub meetings. The Public Safety Coordinating Council meets quarterly; it works behind the scenes. The issue raised last month was foster care needs are rising with the foster care homes declining.

There was a lot of energy directed toward a “call to action”, a charge that the commission has had for a long time. That group could come to the CFC presenting the “need.” Networking is of value, but it seems too loose to her. How do you measure the value? We need to narrow the scope or become very targeted in the approach. She thinks the members would want more, the networking is an added value, not the value.

Randy feels that it isn’t just the networking; you bring it to these folks, and they can take it on and make a difference. Randy has some items he will bring forward in the future that will be a call to action. He thinks we need to focus on the root causes.

Shaney feels that the people in need should be part of the conversation; we get their perspective and challenge them to be at the table.

Jason noted that the issue is we had a built-in function before; now we are individually “doing our own thing.” No one has the resources to bring it all together to make it happen. We’ve floundered, but it’s not for a lack of trying.

Shaney suggested that if United Way is willing to partner with the medical foundation, she doesn’t mind taking on the charge. Randy expressed he is supportive; if this group were to disband, he would try to re-create it.

Tamra suggested there could be a way of finding the critical and strategic partners that need to be a part of the process to keep this all going. Her department just doesn’t have the capacity to do what is really needed.

Shaney suggested that we put all of our resources together. She asks what each organization can bring to the table; there are approximately 10 organizations doing in-kind focus groups for her organization right now.

Tamra noted that the collective action model is not a foreign model to the commission. It does hold a lot of value for initiating change and influence. Catholic Community Services had a conference on it; speakers have been were brought in to speak to the concept, the new model would have to be different then the commission coming back to county staff to do the work. *Reading for all* is an example of the county successfully giving away a project to United Way. Work groups could work on this over the summer. If the county is still to be engaged, we’d need a work session with the BOC to define the roles.

Randy feels that the commission has the ability to bring an issue forward and address it an example is the No Meth program. Perhaps the role of the staff would be no more than to maintain the commission and the meetings/work sessions. He is willing to commit his time and his staff to it. He doesn’t want to have to recreate it later. There needs to be somebody willing to push others to be involved.

Shaney wondered if there was any merit to asking those that are no longer on the commission to come back, once there is a plan in place. Perhaps take an action plan to them and they can determine if they want to get on board.

Sheriff Myers said we’ve tried that; they met with members in the recent past. Everyone had a different vision, thus the handout Tamra distributed was developed.

Judge Prall noted that there is a 12 member executive team and only six have shown up to this meeting. She suggested perhaps there is no need for taking minutes if people just want to meet to network.

Randy feels that a presenter needs to delineate why they are present to give the “doers” an action item; engage people off of those discussions.

Judge Prall feels that this would be “reinventing the wheel.” The CFC had presenters come with an “ask.” The county staff was depended on to take it from there.

Shaney feels that the organizations need to take on the brunt of the action themselves and eventually things will pay off.

Judge Prall asked what the format looks like from here.

Tamra suggested slowing it down a bit as the commission has until September. The work session could be set for any time; it doesn't have to be in August. The BOC has to identify the department's role in this. We could suspend the executive meeting and just do work groups to hammer out the details.

Judge Prall feels that changing the day is a problem for members; so it's important to keep the days that are currently scheduled.

Tamra feels that to redefine the commission is going to take multiple meetings.

Commissioner Brentano said that he asked Commissioner Carlson to attend the meeting on purpose. If we just need some direction, we can do it. He wonders if he should be on this committee. He also noted that losing Dick Withnell was a huge loss. (Tamra noted that if there is a project that needs Dick, he's still available.)

Judge Prall indicated that the Sheriff cannot remain on as county co-chair. The judge doesn't know if she is the right person to chair it; she suggested that maybe there needs to be a person with more “push”.

It was suggested having an exec committee meeting to decide who's going to be the future chair. Perhaps invite more people to be on the exec committee and suggest some people remove themselves.

Tamra said form follows function, a decision needs to be made.

Commissioner Brentano suggested focusing on an age group.

Tamra mentioned again the items posted on the walls around the room. She said there were 20 folks in the room a year ago having the discussion. Their first meeting they agreed to identify opportunities for youth to be successful in the community, the “end game” being to provide positive youth development. As far as collective impact- some things would bring them together such as grant opportunities. They wanted measureable results that everyone could buy into. They decided to call themselves the Alliance for Youth Success. They ended up focusing on 6-26 years of age, giving them a chance to get through college.

Randy suggests that there is really not an early childhood system. The Hubs are a good idea but the funding was about a quarter or less of what was needed for them to be successful. They had to create their purpose from scratch. They are still not equipped financially to accomplish everything.

Tamra agreed that yes that was recognized in the early meetings. At the time there was nothing coordinated around youth and families. She agrees that there are never enough resources to meet the needs.

Shaney proposed putting a work group together, finding some people willing to invest the time. She didn't want it all to land on Tamra's shoulders. A time frame is needed such as done by the end of the summer.

Tamra noted if the commission wants to reinvent itself, thinking back to community progress teams, they met weekly for months. Is that the level of commitment we want to see; maybe meet every other week? She thinks something close to that is going to be necessary as people need to meet on a regular basis.

Shaney suggested telling members, "If you are coming to the meetings, you need to take on your responsibilities." She offered her office in Salem for meetings.

It was suggested to poll the group as to see who wants to be involved. We'll keep the Tuesday executive meetings schedule for now.

Tamra suggested honoring the motion made at the last commission meeting. It needs to be in the scope as to what is presented back to the commission.

Judge suggested that we can focus on one topic each year.

Tamra will work to setup a time; maybe move it to different locations. The first one will be at Shaney's office.

Randy expressed his appreciation to the Sheriff and Judge Prall for their leadership; everyone agreed.

Terri asked where the state money went. Answer- it went into the department of education for early childhood and youth development. Some went to develop new departments and some money went out into the communities.

Meeting convened: 1:28 PM

Marion County Children & Families Commission
May, 14, 2015 Meeting
12:00 PM Broadway Commons, Salem
Summary Notes

Summary Notes by Denise Clark

Commission Members Present: Jaime Arredondo, Cyndi Astley, Walt Beglau, Gladys Blum, Commissioner Sam Brentano, Gayle Caldarazzo-Doty, Rod Calkins, ~~Marilyn Dedrick, Donald Dodson~~, Faye Fagel, Randy Franke, Terri Frohnmayer, Ron Hays, Levi Herrera-Lopez, Chuck Lee, Krina Lee, Pete McCallum, Chief Jerry Moore, ~~Sheriff Jason Myers, Allan Pollock~~, Judge Tracy Prall, Jim Seymour, ~~Tim Sinatra~~, Sam Skillern, Shaney Starr, Stephen Thorsett, ~~Lyndon Zaitz~~

21/28 members present; 75% attendance, the highest we've had for the year.

Staff: Denise Clark, Tamra Goettsch, Daniel Lopic, Krista Ulm

Guests: Commissioner Janet Carlson; Beth Hays; Sam Osborn; and Travis Prichard, Marion County Juvenile Department

Meeting Convened: 12:05 PM

Announcements: None

Ron Hays made a motion to approve the April 9, 2015 Meeting Summary Notes; Chuck Lee seconded; Motion passed.

Barrier Buster Presentation- EcoFit

Commissioner Carlson began by introducing how the program came to be in Marion County. She indicated that she had lunch with Faye Fagel one day and they were discussing youth that come to the Juvenile Department. They discussed all of the calls for assistance that the department receives from parents and others, and the need for additional resources.

Commissioner Carlson distributed a hand-out that referred to all of the participants who helped develop the program. To develop the program, they "mapped the system" as to what services were available. Often they refer callers to 211, but more was needed; they discussed a parent help-line as a possibility to support the identified target population. Beth Stormcheck was part of this and she told them of a standardized program in which there is training for both the staff and families, with everyone approaching the problem in the same way. Interested organizations were the Juvenile Department, Mid Valley Mentors, and the Boys and Girls Club. Only Juvenile Department staff members ended up taking the training. Commissioner Carlson asked how the commission can help make this type of training more systemic and available to interested and appropriate providers in Marion County.

Travis Prichard, Marion County Family Support Program, Juvenile Department:

Travis attended the training and shared his experience. He indicated that it was a pilot program. (He distributed an informational hand-out.) It first "got off the ground" with the Social Learning Center in Eugene. The program utilizes motivational interviewing. To implement the program, an "Initial Interview" is completed, which is centered on empathy and support of the family. The model becomes very technical during the family assessment stage.

As the Juvenile Department began implementing the program, they found it took approximately one month before the assessment could be done with the participants; relationships needed to be established first. A piece of the training includes videotaping, however that was challenging due to the legal requirements; they ended up not doing it.

Not all families elect to participate. Many families are involved with the Juvenile Department due to a police action, and may not wish to become too engaged. This model is based on families wanting help and asking for assistance, which isn't always the case.

The question was raised as to the cost of utilization. Answer- there is no additional cost to the Juvenile Department; they fund the Family Support Program through Crime Prevention funding. The training itself was expensive for the staff to attend, around \$1,000 each. (not including certification; Travis said to participate through "Fidelity" for certification, it would cost more.)

Ron asked about the efficacy of this and the impact down the road. Answer- cost savings in court cost, detention, staff, cost to community, and general use of social services.

Travis indicated that one of his successes is seeing families become aware of what was not working and the new way to act; the relational differences. It's not always measurable, they just feel better and parents are more comfortable when there is a plan and they know how to address the behavior.

Travis has worked with about 27 families; who are in a spot now to utilize it well.

Why this curriculum better than love and logic (L&L)? Answer- there is nothing wrong with L&L; this is just a more efficient and effective approach; you pick only a few items to work on at a time, rather than delivering the whole program. The motivational interviewing is a skill that's taught. The approach is better and there is consistency with all of the organizations participating in it. L&L is a parenting class, it's not a 1/1 intervention. EcoFit gives the family an individualized approach – "What do you want to work on?" This is a strength-based approach, not just pointing out all of their problems.

Commissioner Carlson would still like to see some other organizations step up to participate in this training. Faye said if the Juvenile youth doesn't score high on the risk assessment, they don't use this program. With this program the family isn't so dependent on the program; the families become more independent.

Commissioner Carlson would like to see this put on the Children and Families Commission list as a potential project. She suggests finding out the costs and bring a training to the area.

Next Steps for the Children and Families Commission:

Judge Prall said some hard discussions have recently been held. When the body was sked to give input for the future September to May schedule, we only received 3 responses. Attendance at the full commission and executive committee meetings has been down. She suggested, "We need buy-in or we need to step back." She asked if the commission wanted to continue or not?

Tamra said she's been approached by different commission members as to how to proceed with the commission. In the past year the new model was tried; she wants to honor the comments that have happened outside of the commission meetings. We've been doing what we committed to do. When the commission funding changed, the level of impact was changed.

Commissioner Brentano noted that it appears the commission's main function is to find a role; he doesn't see a real value in that.

Terri Frohnmayer doesn't feel she adds value as she doesn't know what to do; Gladys Blum agrees, its "beyond her."

Commissioner Carlson observed perhaps the mission was so broad it incorporated everything. The reentry initiative taught her to just get key people to discuss one aspect of it. Maybe have a different methodology; selectively bring people together that are interested in the project.

Terri agreed; that in the past, there were different committees that worked.

Gayle Caldarazzo-Doty indicated that she feels off balance; she connected before and it used to be that a lot of things got done. She said that she isn't able to contribute as in the past. She said when the schedule began changing both for the full commission and the executive committee that was when things got problematic for her schedule.

Pete McCallum noted that he's been on the commission a long time. He remembers the time when there was staff available to go out to sites; when there was competition for grants; when there were resources. The re-focus in direction has happened several times; he mentioned books, foster homes, RX drugs, etc. He observed that there are other communities that have interests besides Salem and Marion County. He asks what can be done to organize, get focused and expand.

Jim Seymour feels that there are issues to address which could provide reasons to stay together as a commission. He says the value for him is getting to know folks and fostering relationships. His concerns include the Hispanic males in the juvenile justice system. There are twice as many kids being put into foster care in Marion County now. There are housing issues; restrictions due to public policy. He feels that the commission's endorsement on issues is like a providing a "good house-keeping seal" when an idea is brought up to other bodies.

Shaney Starr agrees with Jim; collaborative/collective impact work could be done through this commission. She suggests perhaps the commission should take a break, or have a strategic visioning event. She would hate to see the resources around the table going away.

Cyndi Astley feels that the commission has done a lot for kids. One big need is emergency shelter for kids. She suggests have a synergy around kids, or they will be the next adults committing the crimes in our community. She identified the 11-17 year old kids being dropped through the system.

Jerry Moore commented that jobs and the homeless issues are two big of issues for this commission to tackle. When he was a police officer, he used to refer people to the Juvenile Department. However, they can't really help until someone is arrested. He feels the program presented today is what is needed; the homeless issue is too big.

Tamra said the commission's viability is its members; we need direction for next steps. August 4 has been set aside as a meeting date for the commission to participate in a work session with the Board Of Commissioners (BOC). August 5 has been identified as a date to present dissolving of the commission to the BOC.

Commissioner Carlson doesn't think a visionary event would work, as she said, "That's been done forever."

Jim Seymour feels that there is a couple of big things going on in the community that he could bring forward that the group could get behind to see some positive changes.

Terri acknowledges that jobs are important; and kids need to have the opportunity to work. She proposes that the commission get behind not increasing the minimum age.

Levi Herrera-Lopez noted that he is often asked serve on boards; he thinks he's asked to be on some of them for reasons other than what he might bring to the table. He personally feels this group is beneficial in that it is one of the few groups he can bring Hispanic issues to and he feels there might be an impact. He recognizes that he doesn't speak up very often in this group as his ideas may not be beneficial to the entire community.

Jaime Arredondo noted that it can be a big struggle to find an identity. He feels that this group needs to re-focus; and that there is a lot of power here. He recommends that the group stays together.

Chuck Lee suggested that this commission could get behind an initiative, be known as a community that can get behind work force development. It could attract new businesses and keep businesses here. The business community could come up with things they could do also.

Judge Prall suggested that there is a gap for junior high kids being addressed with programs. She suggested that the group focus on a particular age group like 9-18 years. The judge asked for a motion. Cyndi made a motion that the commission make a concentrated effort to focus on kids (11-18); Sam Skillern seconded. Motion passed.

Meeting Adjourned: 1:15 PM

Marion County Children & Families Commission Executive Committee
February 17, 2015 at 12:00 PM, Courthouse Square
Summary Notes

Members Present: Commissioner Sam Brentano, Faye Fagel, Hon. Tracy Prall and Dick Withnell

Staff: Tamra Goettsch

Notes by Denise Clark

Meeting Convened: 12:00 PM

Announcements- None

Consent- There was not a quorum present to accept the December 16, 2014 and January 20, 2015 Summary Notes.

General Business:

Tamra acknowledged that Krina Lee is planning on presenting on Mentors and School Volunteers at the March 12, 2015 full commission meeting. She spoke with her prior to the February meeting.

Discussion was held on extending the March 17th CFC Executive Committee meeting. The purpose of this meeting would focus on setting the agenda for the upcoming year, engaging the commission and reviewing last year's model. (Judge Prall said she may not be able to make it as she is in Portland that day.)

Dick suggested targeting the "low hanging fruit," not being as broad based. He has some ideas. He has a meeting immediately following, so can't go past 1:00 PM.

Tamra said we can do a "call-down" to see if we can get more participation on the 17th.

Dick doesn't feel the recent combining of the Public Safety Coordinating Council and the MCRI re-entry program is in the committees' best interests. They don't have the same interests and it's too large of a body to get things done. As far as the CFC, he feels that there needs to be more lay people involved instead of the county being so responsible for how it is run.

Tamra noted that with the commission not having the resources it has had in the past, it hasn't had the same impact with its new model of "sphere of influence." Securing of resources or other key community partners needs to be identified. The purpose of the January event was to ask people to participate and donate, in one way or another, with organizations that serve children and families in our community.

Dick reminded everyone that in 2005 he and some partners were going to hire a project manager to address the community issues and then they heard of the Children and Families Commission and its role to fulfill this function. Dick and other key community lay leaders helped coordinate this role for more than four years. Dick feels strongly that the Commission still needs to be a quasi-public/private body.

Commissioner Brentano indicated that the Board of Commissioners discussed the CFC at one of their strategic planning meetings. The Board of Commissioners agreed that they want it to work.

Tamra will be meeting with the Board of Commissioners on March 31 to discuss the Community Services Department's direction. She is also setting up a meeting to talk specifically about the Commission. She suspects there will be some deliberate conversation regarding the Commission's role and function. Commissioner Brentano suggested that he'd like to see a coordinator. He suggested that a committee, authorized by the commissioners, could run this.

Judge Prall pointed out that many of the people on the re-entry council are also on the CFC; a lot of community leaders are on several committees. However, the CFC is more public.

Tamra indicated that originally there were no non-profits on the commission intentionally in order that they wouldn't influence its funding distribution. But now that there is no money, there could be more non-profits represented on the commission.

Faye said she attends many meetings in which there is the same "ask." It seems she hears the same message but no answers are given as to how to solve the problems. Judge Prall noted that the CFC is trying to address that with its new format of "give us your ask, and we'll try to meet it."

The Cherriots presentation was a political ask, but has implications for everyone. Generally we seek educational information from our presentations due to the conflict of a government body involved with a ballot issue. We need to be sensitive to this when presentations are made. When it's officially on the ballot, the county (Tamra) can't be involved, but commission members and elected officials can.

Tamra asked if she should recruit new people for the March 17 executive committee meeting. Answer- not yet. The meeting will be held from 12-1 and all members need to attend. Dick said he is willing to pick up the tab for sandwiches for the meeting. Tamra will make the phone calls. All of those present in this meeting committed to being at next month's meeting.

Meeting Adjourned: 1:00 PM

MARION COUNTY CHILDREN AND FAMILIES COMMISSION BYLAWS

1. **Name.**

This organization will be known as the Marion County Children and Families Commission (hereinafter referred to as the "Commission").

2. **Mission.**

To catalyze local leaders and champions to improve community wellness, enhance educational achievement, and identify opportunities that allow children, youth, and families to thrive.

3. **Purpose of Commission.**

Mobilize the community to address policy and systemic issues that hinder prosperous conditions for children, youth, families and communities.

The Commission is subject to the laws applicable to public bodies.

4. **Goals.**

The Commission's goals are:

- a. Strengthen families
- b. Enhance neighborhood vitality
- c. Promote student success
- d. Promote workforce readiness

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The Commission will focus on prevention and intervention efforts that target youth, ages 11 to 18.

5. **Process.**

Issues are brought forward and presented on Commission meeting agenda if it aligns with the commission's scope and purpose. The executive team will research to determine how the issue aligns with the Commission's scope, identify a lead agency (if known) and invite participation on future discussions. They will analyze the issue through a SWOT analysis, identify manageable goals, assess available resources, and identify action steps needed to move forward. They will then execute the steps to address the issue by leading, following, or getting out of the way of progress.

6. **Membership.**

a. **Appointment.** The Commission shall be comprised of at least 11 members, who shall be appointed by the Marion County Board of Commissioners and serve at the Board of Commissioners' pleasure. Members shall be appointed for terms of four years. The Commission through its Executive Committee may recommend to the Board of Commissioners proposed members for appointment to the Commission through a process determined by the Chair or Co-Chairs. The Commission Chair or Co-Chair has the discretion to appoint ex-officio members to the Commission.

b. **Representation.** Members will reflect the county's diverse populations and expertise along the full spectrum of developmental stages of a child, from the prenatal stage through 18 years of age. Members shall include persons who have knowledge of the issues relating to children and families, including education, municipal government, and

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the court system. Membership shall also reflect the geographic areas of Marion County.

- c. Duties/expectations of Members.** Members commit to being catalysts in order to strengthen families, help youth succeed, and promote community wellness. They agree to mobilize, leverage, and contribute the resources of their own organizations for specific Commission projects as well as to engage and influence their organizations and actively involve their organizations to help achieve the community-wide strategic goals established by the Commission on behalf of the county. Members are expected to be knowledgeable about the essential matters confronting the Commission, including policy guidelines.

Members will actively participate in the affairs of the Commission. Members will regularly attend Commission meetings and meetings of subcommittees they have been appointed. Members will carry out assignments from committees to which they have been appointed. Members unable to attend scheduled meetings will notify staff prior to the meeting.

In addition, commission members will either fulfill or delegate to the Children and Families Commission Executive Committee the following responsibilities:

- (1) Promote the mission of the Commission;
- (2) Set policy for the operations of the Commission;
- (3) Establish measurable standards of performance for Commission initiatives and projects;
- (4) Establish an ongoing planning process of identification and achievement of Commission objectives;
- (5) Approve the the budget and/or grant submissions;
- (6) Receive and review periodic reports, financial reports, outcome achievement, and operational status;
- (7) Receive and review input from community representatives and develop positions that best represent the interests of Marion County's children and families; deliver and advocate such positions to federal, state and local policymakers;
- (8) Orient new members;
- (9) Conduct an evaluation of Commission activities; and
- (10) .

7. Termination.

- a. Resignation.** Resignations by members shall be submitted in writing to the Director of the Community Services Department (CSD) and announced at the next regularly scheduled meeting. CSD staff will notify the Board of Commissioners and Commission officers.
- b. Removal by Board of Commissioners.** All Commission members serve at the pleasure of the Board of Commissioners. The Board of Commissioners may remove a

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Commission member on its own motion or upon the recommendation of the Commission through its Executive Committee.

- c. **Reasons for dismissal.** The Board of Commissioners may remove a member when it determines that it is in the interest of the Commission or the county to do so.
- d. **Removal by Commission.** If the Commission through its Executive Committee determines a member should be removed for attendance or other reasons, the Chair or Co-Chairs shall report that recommendation to the Board of Commissioners for its consideration.

8. Attendance.

All Commission members are expected to attend a minimum of 80 percent of Commission meetings. If a Commission member's attendance drops below 80 percent between July 1 of one year and June 30 of the next year, the Commission Chair or Co-Chair may discuss with the member whether that member wishes to continue membership. At the discretion of the Chair or Co-Chairs, a member may be granted a leave of absence.

9. Officers.

- a. **Officer appointments.** The members of the Commission shall elect Co-Chairs, or a Chair and Vice-Chair, who shall serve at the pleasure of the Board of Commissioners. The term in office will be two years. Officers may be re-elected by the Commission for subsequent terms.
- b. **Chair or Co-Chair responsibilities.** The Chair or Co-Chairs will act as leaders of convened meetings and as the parliamentarian. The Chair or Co-Chairs will enforce Commission directives, guidelines and membership rules and will guide the conduct of public meetings. The Chair or Co-Chairs will set agendas pursuant to section 9.i. and may call special meetings pursuant to section 9.d. The Chair or Co-Chairs are the official representatives of the Commission and shall be the official spokespersons to the media. The Chair or Co-Chairs will call meetings, preside at meetings, make appointments to committees, appoint ex-officio members, and make assignments as necessary to carry out the purposes of the organization. In the event that the Chair or Co-Chairs are not available to preside at a meeting, they have the discretion to name a Commission member to fulfill this duty. The Chair or Co-Chairs will be ex-officio members of all committees.
- c. **Vice-Chair responsibilities.** In the absence of the Chair, the Vice-Chair will assume the Chair's responsibilities.
- d. **Immediate Past Chair.** The Immediate Past Chair will provide ongoing support and guidance to the Commission and will preside over meetings in the absence of the Chair and Vice-Chair.
- e. **Vacancies or removal of officers.** The Board of Commissioners may remove an officer on its own motion or upon the recommendation of the Commission when it determines

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that it is in the interest of the Commission or the county to do so. If an officer is removed, the Commission will recommend a person to the Board of Commissioners for appointment to the position.

10. Meetings.

- a. **Public meetings laws.** The Commission is a public body subject to the public meetings and records laws as stated in ORS Chapter 192. All meetings will be open to the public.
- b. **Regular meetings.** The Commission will establish a schedule of regular meetings. Regular meetings may be canceled or changed to another specific place, date and time provided that actual notice is given.
- c. **Notice.** The Commission will provide for and give public notice, reasonably calculated to give actual notice, to Commission members, interested persons, news media that have requested notice, and the general public. Notice shall include the time and place for holding regular meetings. The notice will also include a list of the primary subjects anticipated to be considered at the meeting. Distribution of meeting notices will be in a manner that maximizes the potential of the public to be aware of the proceedings and to participate.
- d. **Special meetings.** The Commission Chair or Co-Chairs may call special board meetings by notifying all members and the general public through a news media notice not less than 24 hours prior to the time of the special meeting. A special meeting should be called only if necessary to conduct business that cannot wait until the next regularly scheduled meeting. When possible, notice should be provided as soon as possible to encourage public participation.
- e. **Place of meetings.** Commission meetings are held at locations within Marion County in compliance with Oregon Public Meetings Law (ORS 192.630). Members may attend either in person or by teleconference so long as persons in attendance and on the telephone can both hear and communicate with each other.
- f. **Quorum.** The majority of the appointed, voting membership of the Commission will constitute a quorum for the transaction of all business at meetings.
- g. **Decision-making procedure.** For routine actions, the Commission may use a standard, majority/minority voting process such as Robert's Rules of Order. For major decisions, the Commission will use a consensus-based decision-making process:
 - (1) Consensus means general support for a decision taken as a whole, but does not mean 100% agreement on every aspect of every issue.
 - (2) Should consensus not be reached on an issue that requires timely action, the commission will adopt the modified method of either consensus minus two, or a straight majority vote, for the purpose of taking action on that particular issue. Majority is defined as a majority of the appointed membership.
 - (3) There will be no voting by proxy.

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- h. **Minutes.** The Community Services Department staff will prepare meeting minutes. Minutes will include a description of the members present, motions, proposals, resolutions, and orders proposed and their disposition, the results of all votes and a vote by each member by name, the substance of any discussions on any matter, and reference to any document discussed at that meeting. All conflicts of interest will be noted in minutes. Minutes will be distributed to the membership at least one week prior to the next regular meeting. Minutes will also be posted on the Community Services Department website.
- i. Summary notes are an alternative mechanism for recording the actions and discussions held during an established meeting. In this less formal document, the recorder will capture the basics of the meeting. When a vote is taken, there will be no identification of the names of members and their votes. It will contain a general summary of discussions held and note any action to be taken.
- j. **Agendas.** Commission members and department staff may request that items be placed on a meeting agenda by contacting the Chair or Co-Chairs or Community Services Department Director. The Chair or Co-Chairs will set meeting agendas in consultation with the Executive Committee and the director. The agenda will be distributed to members at least one week prior to a regular meeting.

11. Action Forums (committees and consortia).

- a. **Appointment.** The Chair or Co-Chairs will appoint members and leaders to action forums. The Commission will approve the charter of each consortium. Action forums will report their information, progress and/or recommendations to the Commission.
- b. **Executive Committee.** The Executive Committee will consist of the Commission officers and such additional members as appointed by the Chair or Co-Chairs. The purpose of the Executive Committee shall be to:
 - (1) Establish meeting agendas in consultation with the Chair or Co-Chairs;
 - (2) Review progress and oversee implementation of the Commission's strategic plan;
 - (3) Assess and take action re: relevant emergent issues;
 - (4) Recommend creation of special committees or action teams and set the level of decision-making authority;
 - (5) Provide overall direction for subcommittees and action teams;
 - (6) Review recommendations from subcommittees and action teams and propose implementation strategies to the Commission;
 - (7) Mediate differences between committees or action teams and between Commission members;
 - (8) Oversee the budget process; and
 - (9) Make recommendations to the Board of Commissioners relating to proposed appointments of members to the Commission or removal of members from the Commission.

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- c. **Subcommittees:** The Commission may authorize the Chair or Co-Chair to appoint members to other subcommittees and action teams to deal with specific problems or issues or to accomplish specific tasks. All subcommittees and action teams are required to report their accomplishments and recommendations to the Commission.

12. Relationship between Commission and Community Services Department.

- a. **Generally.** The Marion County Community Services Department staff members will provide administrative support to the Commission.
- b. **Director.** The Community Services Department Director will serve as the principal liaison between department staff and the Commission Chair or Co-Chairs.
- c. **Operations.** Commission members and staff will work together on projects that implement the goal areas specified in Section 4 of these Bylaws.

13. Conflicts of Interest.

- a. **Declaration.** Commission members are expected to declare a conflict of interest prior to consideration of any matter causing a potential or actual conflict.
- b. **Potential conflict defined.** A potential conflict of interest exists when a Commission member takes an action that reasonably could be expected to have a financial impact on that member, a relative, or a business with which the member or member's relative is associated. The Commission member may participate in an action after declaring the potential conflict and announcing its nature.
- c. **Actual conflict defined.** An actual conflict of interest exists when an action is reasonably certain to result in a special benefit or detriment to the Commission member, a relative, or a business with which the member or member's relative is associated. The member will declare the actual conflict and announce its nature. The member must then refrain from taking any official action on the subject under consideration.

14. Amendment to Bylaws.

- a. **Initiated by Commission.** The Commission may propose amendments to the bylaws. Any recommendations agreed upon by the majority of the Commission shall be forwarded to the Board of Commissioners for its approval. In accordance with Administrative Policy B-17, bylaws will be submitted to the Board of Commissioners by the Commission every three years for review and approval.
- b. **Initiated by Board of Commissioners.** The Board of Commissioners may initiate changes to the bylaws. These changes will be submitted to the Commission for review and consultation prior to the Board of Commissioners' adoption.
- c. **Distribution.** Upon the Board of Commissioners approval of bylaw amendments, the Community Services Department will make any required revisions to the bylaws and distribute them to the Commission's membership.

15. Community Relations/Public Input.

All members of the public are encouraged and welcome to attend Commission meetings.

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Public comment on relevant agenda items will be accepted verbally or in writing at each meeting. Anyone who wishes to voice an opinion or present information or concerns to the Commission should contact either the Chair, the vice-Chair, the Co-Chairs, or staff of the Community Services Department.

ADOPTED BY COMMISSION this _____ day of _____ 2012.

APPROVED BY THE MARION COUNTY BOARD OF COMMISSIONERS

Chair

Commissioner

Commissioner

Date: _____

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Marion County Children and Families Commission

Mission:

Catalyzing local leaders and champions to improve community wellness, educational achievement, and opportunities for children, youth and families to thrive.

Comprised of leaders that ignite progress throughout the county that mobilize, leverage, and contribute resources, which strengthen families, help youth succeed, and promote community wellness.

Based on predetermined priorities and emerging needs, CFC addresses complex barriers that hinder progress of its strategic plan

The CFC Executive Team oversees the implementation of the strategic plan; assesses emergent issues; and makes recommendations to Board of Commissioners relating to membership and other relevant items

CFC staff identifies, monitors, and evaluates key targets; collects and compiles data; identifies actions that influence progress; publishes annual report; and supports the implementation of the strategic plan

Issue Brief

For consideration and discussion at the October 22, 2015 Children and Families Commission

Family Preservation and Support

The family is the most basic and essential unit in any society. Strong families are the foundation of strong communities, and strong communities are the core structure of a stronger, more viable Marion County. Meeting basic economic needs like food, shelter, clothing and health care is essential for families to thrive. Likewise, when families encounter a crisis such as domestic violence, mental illness or substance abuse, timely and appropriate services and supports need to be in place to provide stability, treatment, and help for family members to get through the crisis. Left unresolved, crisis can have a negative impact on a family's ability to keep their children safe, care for their daily needs, and keep their family intact.

Family support programs emphasize strengthening individual and family functioning by empowering families to manage life's events effectively. There is evidence that community-based family resources and support services being available to families, as needed and tailored to their individual needs, can have a profound impact on the healthy resolution to problems and crisis situations that arise. Additionally, a child's and youth's health and well-being are directly related to their families' ability to provide for their essential physical, emotional and social needs. Various factors may reduce a family's ability to meet the needs of their children: changes in the family structure; family poverty; family mobility; unsafe neighborhoods; increased family stress; and more.

Family support programs are based on the belief that all families have strengths and capabilities, and that identifying and building upon these, rather than focusing on weaknesses, increases the chance of making a significant positive impact on the family.

The nature and type of family support programs varies, but some common family support services are:

- Information and referral
- Parent education
- Parent/child activities
- Age-appropriate development activities
- Peer support (support groups and mentoring)
- Child abuse prevention
- Emergency assistance to meet basic needs and life skills training

Recommendation:

In recognition of the importance of family to the health and well-being of our local youth, it is recommended that the Children and Families Commission add family support and preservation to its key focus for the next year.

If approved, it is recommended that an ad hoc group be assigned to identify metrics and how the expanded focus supports the other key areas of the commission's work.

**Children and Families Commission
Concepts for Consideration
FY 15-16**

Purpose: Mobilize the community to address policy and systemic issues that hinder prosperous conditions for children, youth, families and communities.

Scope:

1. Use the CFC membership's influence to ignite progress and leverage resources.
2. At the May 14, 2015 Children and Families Commission meeting, the membership recommended and approved that the CFC would focus on **prevention and intervention efforts that target youth, ages 11 to 18.**

Frequency of Meetings:

Quarterly - Recommended by executive team on May 19, 2015, but may need to extend the time.

Concept for Consideration:

1. **Issue:** Issue is defined by the CFC membership and presented on CFC meeting agendas if it aligns with the commission's scope and purpose.
2. **Research:** Prior to bringing forward an issue to the CFC, determine how the issue aligns with the CFC scope; identify other organizations and resources that address/serve the issue; identify a lead agency (if known) and invite participation in future discussions.
3. **Analyze:** Analyze the SWOT (Strengths/Weaknesses/Opportunities/Threats) facing an issue and successful models and/or solutions employed by others; identify manageable goals; assess available resources and how the CFC could help advance/address the issue; identify action steps needed to move forward.
4. **Execute: Lead, Follow, or Get-Out-of-the-Way:** Assign a lead champion who will bring stakeholders together to address the issue; assign a CFC member liaison to participate in next steps and bring updates back to the CFC membership; or Get-Out-of-the-Way and commit to find another organization to take on the issue.

Topics of Concern/Interest that Guide the Development of the CFC Agenda:

- Policy Issues – Advise state and local policymakers on issues that affect Marion County youth
- Larger/Deeper Issues – Focus on core issues that impact youth [and family support]; examples:
 - Foster Care - Forever Home Youth Council presentation on enhancing foster parents supports
 - EcoFIT/Family Check Up assessment and expansion
 - Positive Youth Development strategies
- Partner Issues – Consider secondary issues that benefit from CFC leadership; example:
 - Pay for Prevention (Catholic Community Services through FPAT)
- System and Service Alignment
- Community Engagement
 - January State-of-the Children Event
- Education/Networking Opportunities

Existing Youth Services in Marion County

Primary Prevention <i>(Prevention)</i>	Secondary Prevention <i>(Intervention)</i>	Tertiary Prevention <i>(Treatment)</i>
Kroc Center	Parenting classes	Alcohol and Drug Counseling (Bridgeway)
After School Programs (schools, faith-based)	HOME (day shelter)	Children's Behavioral Health (MC Health Dept.)
Summer Camps (music, recreations, natural resources)	Workforce Investment Act programs	Oregon Youth Authority
Boys & Girls Clubs	Neighbor-to-Neighbor (mediation)	Juvenile Department services
City Recreation	Youth Services Teams (staffing, referrals)	Residential Treatment
Scouts	Basic needs for families (TANF, WIC, Community Action)	Teen Parent programs
YMCA	Catholic Community Services (family counseling)	Child Welfare
4-H		Catholic Community Services (Homes for Children, Safe Families, Cat Cavazos Center, Residential)
Music (school, private)		Community Action Agency (De Muniz Resource Center)
Sports (school, clubs)		
Drama (school, community)		
Art (school, community)		
Tobacco Prevention (Health Department)		
Drug-Free Clubs		

Youth Issue Discussion

For discussion at October 22, 2015 CFC Meeting

At the May 14, 2015 Children and Families Commission (CFC) meeting, those present supported the narrowing of the CFC's focus on positive youth development. The discussions since this decision have helped to identify and refine the needs of youth in Marion County. The table below is developed from input received from numerous Marion County youth-serving organizations. This list is not exhaustive, but is representative of the top issues shared by youth-serving professionals and are presented to the CFC for consideration.

The focus on positive youth development will be coupled with the other areas of interest and/or standing CFC commitments that continue through staff involvement or through past commission commitments. The continuing interests of the CFC are: advocacy on legislative issues impacting youth and families; family support and preservation; foster care; partnering on pay for prevention efforts; Community Resource Network; and education and networking opportunities.

With the narrowed, refined focus on positive youth development, it is realized that there are other equally important issues and needs that the CFC could direct its focus. However, even though Marion County has many resources available to address individual needs and support of our youth, there is no group or organization that is responsible or committed to work on issues that impact multiple organizations or the youth delivery system as a whole.

With the CFC membership only meeting four times each year, our focus must be tight, productive action that impacts outcomes. Therefore, it is recommended that the CFC establish ad hoc action teams that will work issues as appropriate and report progress and barriers back to the CFC.

It is recommended that the CFC determine if it will take the LEAD on an issue, if they will FOLLOW an issue, or GET-OUT-OF-THE-WAY of an issue that can be facilitated by another organization or group.

- *LEAD: CFC shall assign a lead champion to facilitate an ad hoc group and bring progress and barriers back to the CFC for input and next steps*
- *FOLLOW: CFC shall assign a member to serve as its liaison to participate in a group facilitated by another organization or group, and bring updates back to the CFC*
- *GET-OUT-OF-THE-WAY: CFC shall assist to find another organization to take on the issue*

With this model in mind, the following list outlines areas needing attention in order to improve positive youth development. During the meeting we will be asking the CFC to identify one to two LEAD issues; areas of interest they would like to FOLLOW; and input on issues or activities that we should GET-OUT-OF-THE-WAY.

TARGET AREAS	ISSUES AND SUB-ISSUES	CFC ROLE
Youth Mental Health	Educating and infusing mental health best practices into existing programs in order to address youth needs at all access points.	
	One-stop-shop for youth mental health services	
	<p>Mental health hub accessible during later evening hours.</p> <p>Partners: Salem Leadership Foundation and the Children in Crisis Action Team (a conglomeration of youth services) are providing case management</p>	
	Connect youth to needed social services – especially youth who have mental health, as well as alcohol and drug issues.	
Youth and Family Support	Coordination of services, supports, providers and families in a way that promotes the welfare of youth in their own homes and communities.	
	Family Check Up (aka EcoFIT) Program to be brought to other organizations throughout MC	
	Later school day start for youth	
	Strengthening Families Classes	
	Provide mental health workshops for parents - youth indicate that parents place a lot of stress and pressures on them	
	Improve visitation practices at DHS	FOLLOW: Family Preservation Action Team
Trauma Informed Care	Address parental trauma issues, especially those whose children are in substitute care	
Youth Shelter Options	Increase shelter options for youth in our community	
	No overnight shelter options are currently available.	

	Minority over-representation in the juvenile justice system can be caused by a lack of other shelter services	
	Work with local programs that focus on youth homeless prevention	
Minority Youth Over-representation	Identify effective strategies to reduce over-representation in the juvenile justice system	
	Community-based supervision and support program with a strong justice approach – MC needs a focused residential support program	
	Engage the school districts in researching the use of “Check and Connect;” an intervention used with k-12 students who shows warning signs of disengagement and are at risk of dropping out	
Youth Employment	Giving kids skills while in school and transitioning them to the next level.	
	Establish a system that allows young people to work while gaining the needed skill sets. (Incite, Inc. provides soft-skills training and a 200 hour work experience program)	
Collaborative Grant Writing Efforts	Leverage opportunities amongst each other; finding themes for collaborative grant proposals.	Role to be determined with each grant



Alliance Community Assessment

Marion County, OR

October 20-22, 2015

Meeting Purpose:

To assess the current level of coordinated community response and recommend potential enhancements to existing partnerships and multi-agency interactions in order to better serve victims of domestic violence, sexual assault and their children in Marion County.

Anticipated Outcomes

- Document effectiveness of existing services
- Understand and explain level of existing collaboration in community
- Record and share the current system, survivor needs, gaps in service

AGENDA – Tuesday, October 20	
7:00 - 8:30 a.m.	Giving People a Second Chance Breakfast <i>Broadway Commons</i>
9:00 – 11:30 a.m.	Focus Group of Community Partners <i>Broadway Commons, Keizer Room; See Guest List</i> <ul style="list-style-type: none"> • Welcome • Overview of Marion County Victim Services • Accomplishments and Future Goals • Collaboration • Questions, Answers and Suggestions about the Planning Process • Community Partner Surveys
11:30 a.m. – 12:00 p.m.	Break and Travel
12:00 – 1:30 p.m.	Working Lunch <i>Marion County Juvenile Department, 3030 Upstairs Conference/ Lunch Room; See Guest List</i> Site Visit <i>Marion County Juvenile Department and Court, Trial Team Supervisor Brendan Murphy</i>
1:30 – 2:00 p.m.	Dependency Shelter Care Proceedings (if applicable) <i>Marion County Juvenile Department and Court, Supervisor Brendan Murphy</i>
2:00 – 2:30 p.m.	Break and Travel
2:30 – 4:30 p.m.	Site Visit <i>Liberty House, Director Alison Kelley</i>
4:30 – 5:30 p.m.	Break and Travel
5:30 p.m.	Working Dinner <i>Bentley's</i>



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AGENDA – Wednesday, October 21	
7:30 – 9:30 a.m.	Site Visit Breakfast Provided <i>Center for Hope and Safety, Executive Director Jayne Downing</i>
9:30 – 9:45 a.m.	Travel
9:45 – 11:00 a.m.	Court Docket (Show Proof Hearings) <i>Marion County Jail Annex, Courtroom B; Judge Bennett or Judge Klapstein, (Contact Virginia Brager)</i>
11:00 – 11:45 a.m.	Site Visit <i>DeMuniz Reentry Resource Center, Craig Bazzi</i>
11:45 a.m. – 12:00 p.m.	Travel
12:00 – 1:30 p.m.	Working Lunch with State and Local Dignitaries <i>Courthouse Square, 5th Floor, Commissioners Board Room; See Guest List</i>
1:30 – 2:00 p.m.	Break and Travel
2:00 – 3:00 p.m.	Restraining Order Hearings <i>Marion County Courthouse, 5th Floor, Judge James' Courtroom, Judge Broyles</i>
3:00 – 4:00 p.m.	Site Visit and Meeting with Family Law Facilitators <i>Marion County Courthouse, 1st Floor, Susan Hurt</i>
4:00 – 5:00 p.m.	Site Visit <i>Marion County District Attorney's Office, Victim Services; Victim Assistance Director Kim Larson</i>
5:30 p.m.	Working Dinner <i>DaVinci Ristorante</i>
6:30 p.m.	Salem Police Department Ride Along <i>Salem Police Department, DV Advocate Emily Collins</i>



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- Record and share the current system, survivor needs, gaps in service

AGENDA – Thursday, October 22	
9:00 – 11:30 am	Open Time <i>Any remaining site visits or other items as needed</i>
11:30 am – 1:30 pm	Children and Family Commission Meeting Lunch Provided <i>Broadway Commons, See Guest List</i> <ul style="list-style-type: none"> • Focus Group with Community Leaders
1:30 – 2:00 p.m.	Break and Travel
2:00 - 3:00 pm	Leadership Debrief <i>Commissioner's Board Room, See Guest List</i>

Forever Home Foster Parents: Theory of Change

Key Assumptions:

1. Safe, stable nurturing relationships are the key social determinant of optimum child development.
2. "Toxic Stress" disrupts safe, stable, nurturing relationships by interfering with brain "executive function" (problem solving, self regulation, the ability to delay gratification) and triggering fight-flight responses.
3. Acute and/or chronic adversity in childhood leads to hypersensitivity to stress. Trauma-informed approaches to service delivery are therefore, often necessary.
4. "Toxic stress" can be reduced and access to brain executive function developed by providing support and services which address the sources of stress; by teaching knowledge, skills and personal attributes to help parents become more resilient in the face of stress; and by promoting "strengthening families protective factors" at home and in the neighborhood.
5. Brain executive function and self-regulation continues to develop through out adolescence. Investing in older children and youth benefits their success in school, lifelong health and financial self-sufficiency.
6. Living in a safe neighborhood where neighbors know and care about one another strengthens families and promotes and protects optimum child development.

Outcome: Optimum Child Development:

- Children/youth are safe, healthy, succeed in school and transition successfully to a permanent nurturing home
- Forever Home foster parents enjoy safe, stable, nurturing relationships, good health, success as foster parents and financial self-sufficiency

Interim Outcomes:

Forever Home foster parents are well-supported by Strengthening Families Protective Factors

Build strong social connections with family members, friends, and neighbors

Community Cafes with other foster parents

Couples Counseling

Time off for socializing

Have access to ample tangible supports, especially in times of need

24/7 back-up

Planned time off

Crisis respite service

Difficulty of care payments

Well designed home

Have the needed knowledge, skills and virtues related to parenting and child development.

Protective Factors certification

Sanctuary certification

Boys & Girls Town curriculum

Non violent communication

Mindfulness training

Financial Literacy training

Increase parental resilience, i.e. parent executive function.

Self care plans

Safety plans

Ample time off

24/7 on call

Planned crisis respite

Increase social and emotional competence of children, i.e. children's executive function.

Sanctuary training

Individual and group therapy

Behavior Support Plans

All interventions take into account adverse childhood experiences and are provided with a trauma informed approach

Target Population:

Foster parents in CCS Marion, Polk, and Yamhill County Forever Homes serving children and youth who have been in foster care for three or more years and had multiple disrupted placements

Forever Home Children/Youth: Theory of Change

Key Assumptions:

1. Safe, stable nurturing relationships are the key social determinant of optimum child development.
2. "Toxic Stress" disrupts safe, stable, nurturing relationships by interfering with brain "executive function" (problem solving, self regulation, the ability to delay gratification) and triggering fight-flight responses.
3. Acute and/or chronic adversity in childhood leads to hypersensitivity to stress. Trauma-informed approaches to service delivery are therefore, often necessary.
4. "Toxic stress" can be reduced and access to brain executive function developed by providing support and services which address the sources of stress; by teaching knowledge, skills and personal attributes to help parents become more resilient in the face of stress; and by promoting "strengthening families protective factors" at home and in the neighborhood.
5. Brain executive function and self-regulation continues to develop through out adolescence. Investing in older children and youth benefits their success in school, lifelong health and financial self-sufficiency.
6. Living in a safe neighborhood where neighbors know and care about one another strengthens families and promotes and protects optimum child development.

Outcome: Optimum Child Development:

Children/youth are safe, healthy, succeed in school and transition successfully to a permanent nurturing home

Interim Outcomes:

Build Youth Thrive Protective and Promotive Factors

Build strong social connections with family members, friends, and neighbors

Use Family Finders to connect with family members

"Ignite the light" activities

Community Café meetings

Paid Mentor

Have access to ample tangible supports, especially in times of need

Safe, attractive, well-maintained home

Nutritious food

Health care

Transportation

Allowance

Planned & crisis respite

24/7 on-call support

Have knowledge related to adolescent development & trauma theory

Adolescent development training

Sanctuary training

Communication training

Increase youth resilience, i.e. executive function.

Self care plans

Safety plans

Permanency preparation services consistent with the 3-5-7 Model©.

Wendy's Wonderful Kids

Increase social and emotional competence of youth

Nonviolent communication

Mindfulness training

Behavior Support Plans

All interventions take into account adverse childhood experiences and are provided with a trauma informed approach

Target Population:

Foster children/youth living in CCS Marion, Polk, and Yamhill County Forever Homes who have been in foster care for three or more years, have had at least three previous disrupted placements, and have no known viable permanency resource.

PLEASE JOIN US

TUESDAY, NOVEMBER 3, 2015 10:00 A.M. – 2:00 P.M.

BROADWAY COMMONS

1300 BROADWAY STREET NORTHEAST, SALEM OREGON • 3RD FLOOR • MEXICO ROOM

Marion County cordially invites you to participate in a community meeting about an approach to help troubled families called the Family Check-Up <https://fcu.cfc.uoregon.edu/>

The purpose of the meeting is to assess community stakeholder readiness to develop and implement the Family Check-Up program.

Topics include:

- Determine level of partner interest and identify stakeholders
- Establish goals and potential outcomes
- Determine funding sources and leveraging opportunities
- Identify barriers
- Explore next steps/implementation timeline
- Consider adaptations to Marion County communities
- Ascertain interest in certification process



Kevin Moore, Ph.D., University of Oregon will facilitate the conversation. Moore has more than twenty-five years of experience in evidence-based assessment and treatments for



families and children across educational, community-based mental health, social welfare, residential, and juvenile justice settings. This is a great opportunity to implement a systems approach in Marion County!

Lunch will be provided.

Please RSVP to Sarra Sparks at 503-588-5212 or BOCScheduler@co.marion.or.us.

For more information contact Allycia Weathers at arweathers@co.marion.or.us, or Commissioner Janet Carlson at jcarlson@co.marion.or.us.