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## MEMORANDUM

**TO:** Director Peter Schleck, Office of Program Evaluation and Government  
Accountability  
**FROM:** Office of Child and Family Services, Maine DHHS  
**DATE:** December 6, 2023  
**RE:** Information Requested by the Government Oversight Committee

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In response to questions contained in your letter dated November 9, 2023, we provide the following information:

- 1. The number of state vehicles currently available for use by child protective case workers and case aides, in relation to current overall OCFS staff, including for the exclusive use, if any, by each District Office (e.g., Lewiston, Portland), and any information or inventory that may depict or describe relative vintage (e.g., model year), and relative mileage. A narrative description of any current or ongoing efforts to address any shortfalls (e.g., deferred maintenance; life cycle replacement) would also be most welcome.**

Attached in appendices 1 through 3 is information received from the Department of Administrative and Financial Services, Bureau of General Services, Central Fleet Management showing the vehicles assigned to the Office of Child & Family Services, by location, including the make/model/year and current mileage (see Appendix A). The current total is 52, and there are 2 additional pending delivery for the South Portland office. Fifteen of the vehicles are being replaced with new vehicles due to their age, condition, or mileage, and two additional vehicles were added via the last order cycle (see Appendix B). There is a total of 19 new vehicles outlined in the attached file.

The majority of the vehicles are “pooled” vehicles. Pooled vehicles are available on a first-come, first-served basis. Exceptions are made when a caseworker has to travel an extended distance, or they are transporting a number of children that exceeds their own vehicle’s capacity. The current utilization information is also attached (see Appendix C). There are some vehicles that appear to be underutilized based on the low monthly miles, but it is difficult to get a full picture of the utilization without pulling the daily mileage logs for each vehicle. They may be used every day but just not traveling far distances.

There should be no deferred maintenance on any of the vehicles that OCFS leases from Central Fleet Management. It is the Division’s responsibility to contact Central Fleet whenever there is an issue with a vehicle, and they will direct us on where to take it for assessment and repairs. The State considers a variety of factors when determining when to replace vehicles: the age of the

vehicle, the condition of the vehicle, the number of miles on the vehicle, the anticipated continued use of the vehicle, and the ability to obtain a replacement vehicle.

Supply chain issues have reduced the availability of fleet vehicles causing:

- Reduced production by manufacturers
- The cancellation of orders
- Fleet vehicle ordering and production delays
- Increases in cost 20-40+%

As a result, Central Fleet Management is behind in ordering approximately 300 vehicles.

Below is a communication sent on June 23, 2023 to make staff and supervisors aware of the vehicle situation:

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**From:** Maine Office of Child and Family Services <meocfs@subscriptions.maine.gov>

**Sent:** Friday, June 23, 2023 12:12 PM

**Subject:** Fleet Vehicles

Good afternoon,

Many staff have had questions about the status of fleet vehicles. Hopefully I can address some of the questions and provide insight into the hurdles currently facing the state.

Since the beginning of the pandemic, supply chain issues have reduced the availability of fleet vehicles causing reduced production by manufacturers, cancelled orders, production delays and increased costs by 20-40%. As a result, the state is behind in ordering approximately 300 vehicles.

Because of the supply challenges, Central Fleet Management (CFM) has been forced to retain older, higher mileage vehicles, with a significant increase in maintenance costs. This has resulted in increased age and mileage of the current fleet, some vehicles in poor condition that require decommission rather than reassignment, increase in driver down time, increased expenses due to repairs and falling further behind on the state's goal of increased electric vehicle percentage in the fleet.

CFM has been taking steps to address the current vehicle issues. Recently the state requested bids on over 50 types of vehicles in varying configurations and engine types including BEV (Full Battery Electric), PHEV (Plug-In Hybrid Electric), Hybrid (Internal Combustion Engine with Regenerative Battery, not plug-in) and ICE (Internal Combustion Engine) vehicles. CFM is working with the Maine Automobile Dealers Association, federal and regional partners, and other cooperative solutions to bridge the gap in vehicle availability.

As CFM works to resolve the vehicle availability issues, agencies are being asked to re-examine vehicle needs considering the state's vehicle goals. In the future, we will be asked to consider the use of the vehicles and the most efficient vehicle to perform required duties. BEV should be considered first, PHEV second, and Hybrid third. ICE vehicles will only be selected if none of the other options are practical for your application, for example transporting sibling groups. This hierarchical approach is necessary to meet our statutory obligation to purchase EV's when practicable.

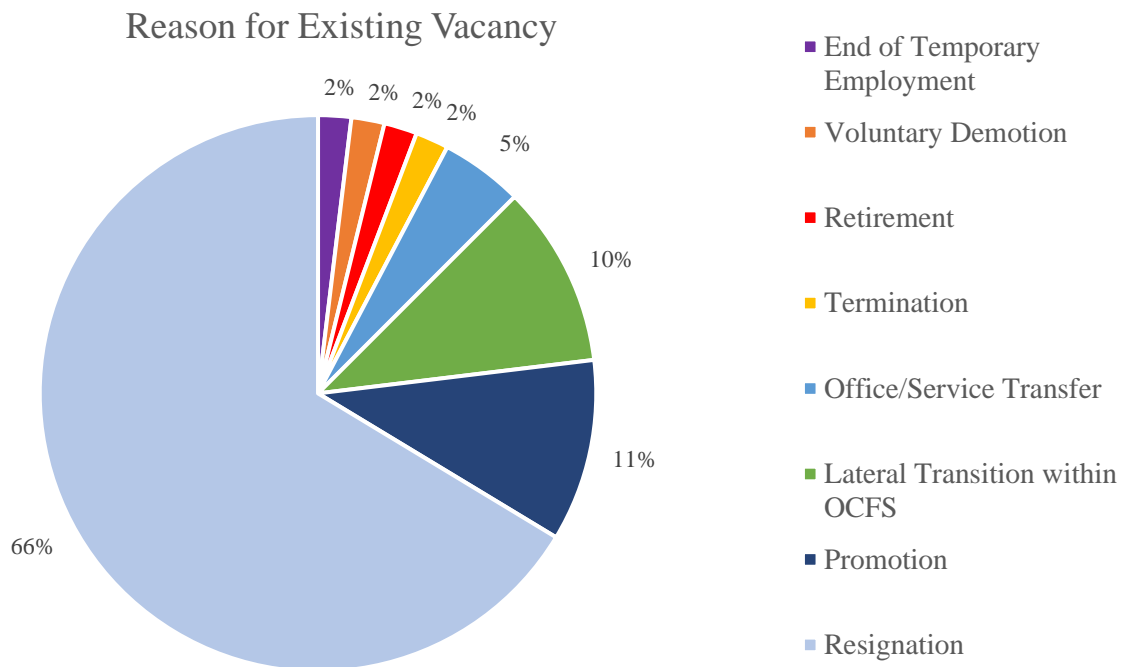
We appreciate your patience and understanding as we continue to navigate these ongoing challenges with the automobile industry's supply and delivery process.

Thank you,  
John Feeney  
Chief Operating Officer  
Office of Child and Family Services

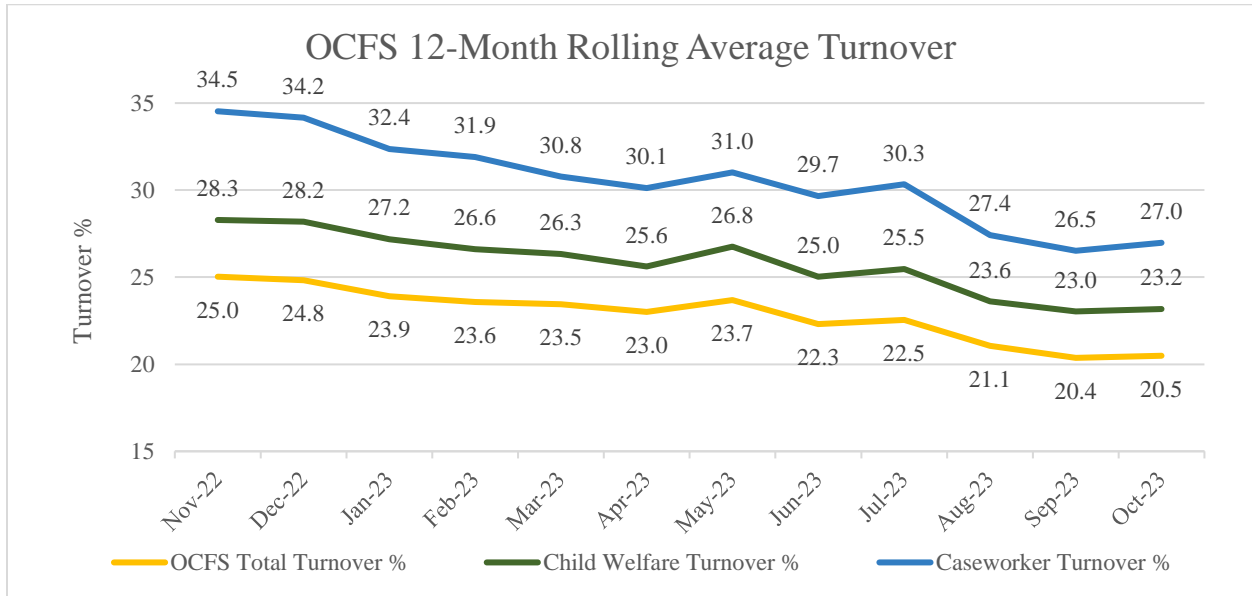
**2. Some kind of data visualization of most recent and current OCFS vacancies, retention and turnover rates, including by type of position, and not limited to case workers, but also including case aides, clerical workers, and any others;**

The Recruitment and Retention Specialist tracks vacancies by classification (position type) and position number (Line #) weekly. The report is provided to management each Friday morning. The report allows management to track the progress of hiring on vacant positions. The report as of November 8, 2023 is attached as Appendix D.

Additionally, the reason for the vacancies reflected in Appendix D is given here:



OCFS tracks turnover monthly using a 12-month rolling average. The chart includes turnover information for total OCFS staffing, Child Welfare staffing and Child Welfare Caseworkers to show trends. For the past 12 months the rolling average has been trending down. The turnover percentages are calculated by adding together the new vacancies in each of the preceding 12 months and dividing by the total staffing for the organizational component.



**3. Organizational charts that reflect current OCFS staffing, including vacancies and including by Division (we have the August 2023 org. charts from the public DHHS website, but are seeking at least a snapshot of up to the minute information, as much as reasonably possible. We would also welcome any kind of briefing paper or executive summary-level description on current trends and corresponding plans, including if there are Department-identified challenges here that remain a concern;**

OCFS Organizational Charts are updated online as of December 1, 2023 and available on the “About Us” page, here: <https://www.maine.gov/dhhs/ocfs/about-us>

The state hiring process can be lengthy in order to preserve fairness, transparency, and competition in the process. The OCFS Recruitment and Retention Specialist (R & R Specialist) worked with the Bureau of Human Resources (BHR) in May 2021 to develop a streamlined process to help expediate the caseworker job offers. This process is only approved for Child Protective Service Caseworker classification. Process includes:

- Candidate applies on the BHR site.
- R & R Specialist reviews applications on a daily basis and reaches out to candidates to schedule a competency-based screening interview with a selection of available times.
- Competency based screening interview is completed. Interview is meant to elicit information to determine whether the candidate has the necessary skills and basic understanding of the work of Child Welfare.

- Those candidates who pass the competency-based interview are sent on immediately to the office or offices where the candidate is most interested in working.
- Supervisors in the Districts receive the Panel Interview Material including the resume, transcripts, interview responses, and writing sample for the candidate.
- Supervisors schedule a second interview.
- Job offer made; references checked.
- Job offer confirmed and start date scheduled.
- On occasion, when there are a number of candidates applying, candidate may be sent to the larger Districts for a Rapid Recruitment Interview.
- Rapid Recruitment interviews combine the Panel Interview and a second interview into one interview.

The streamlined process ensures a continual flow of candidates to the Districts. Districts can receive candidates in days instead of weeks.

Some other recent Recruitment and Retention activities include:

- **Licensing Board Requirement:** On 9/22/23 Child Welfare leadership met with Kristina Halvorsen, Regulatory Board Coordinator to discussed expanding qualifying degrees for Licensed Social Worker certification. Potential degrees include Nursing, Anthropology, Law, Justice Studies (UMA), Community Health Education (UMF), and Public Health. Ms. Halvorsen is going to explore these degree programs to determine if they could be considered as sufficiently related to Social Work and meet the criteria for a conditional license without the need to count classes.
- **Recruitment Activities 2023:**
  - 2/9/23 UMF-class presentation
  - 2/15/23 UMaine Job Fair
  - 3/1/23 University of Hartford-Virtual Job Fair
  - 3/2/23 USM Job Fair
  - 3/15/23 St. Joseph's College Job Fair
  - 3/23/23 Thomas College Job Fair
  - 3/28/23 UConn Job Fair
  - 3/29/23 UMF-Employer of the Day
  - 4/11/23 UMFK Job Fair
  - 4/12/23 CMCC-Public Service Job Fair
  - 4/13/23 Plymouth College Job Fair
  - 4/25/23 EMCC-class presentation
  - 5/5/23 Machias-Job Fair
  - 7/12/23 Career Center Job Fair-Kennedy Park, Lewiston
  - 8/17/23 Hire a Vet Career Fair-Augusta Civic Center
  - 9/26/23 UNH-Job Fair
  - 10/4/23 Keene State College-Job Fair
  - 10/11/23 UMaine Social Work Students-morning and afternoon college presentations
  - 10/18/23 Husson College Legal Studies-Job Fair

- 10/19/23 Hire a Vet Career Fair-Portland
- 10/26/23 AAC Big Ten Career Fair (Virtual) including: East Carolina University, Florida Atlantic University, Rice University, Southern Methodist University, Temple University, Tulane University, University of Alabama Birmingham, University of Memphis, University of North Carolina at Charlotte, University of North Texas, University of South Florida, The University of Texas at San Antonio, University of Tulsa, and Wichita State University.
- 11/1/23 Husson College-Career Fair (all majors)
- 11/2/23 USM Career Fair
- 11/7/23 UMaine Child Development-Class Presentation
- 11/9/23 Hire a Vet Career Fair-Lewiston
- 11/13 CMCC-Class Presentation
- 11/16 UMPI-Class Presentation to freshman in re: Internship Opportunities
- 11/27 UMaine-Class Presentation in re: Internship Opportunities
- 11/29 UMaine-Class Presentation in re: Internship Opportunities
- **Scheduled:**
  - 1/19/24 UMaine Behavioral Health Job Fair
  - 2/14/24 UMaine Job Fair-all majors

The R & R Specialist sits on the Advisory Boards for UMA and UMPI. The R & R Specialist is part of the Foundations (Caseworker training program) Advisory Board and attends the first morning of Foundations. The R & R Specialist participates in the monthly Recruitment and Retention Specialist meetings, which are run by the Bureau of Human Resources (BHR), Talent Management Division, and includes all R & R Specialists for the State of Maine. The R & R Specialist sought guidance from the Talent Acquisition Team to solicit ideas on how to recruit more candidates and steps that can be taken.

BHR maintains job listings on LinkedIn, Facebook, Twitter (X), and Instagram. BHR's recruitment website is auto-fed to Indeed. Additionally, postings are advertised on Live and Work in Maine by request. OCFS uses "paid ads" on Indeed and the American Public Human Service Association (APHS) enhanced visibility. OCFS also advertises caseworker positions in newspaper/digital ads in the Lewiston Sun Journal and Subsidiaries covering the Lewiston and Rockland areas; the Maine National Association of Social Workers (NASW) weekly job blasts, the Calais Observer, Quoddy Times, Boothbay Register, Wiscasset Newspaper, Lincoln County News, Times Record, The Forecaster, and the Camden Herald. It continues to be challenging to hire staff for the Lewiston and Rockland Offices.

#### **Retention Activities:**

- Creation of Workforce Wellness Teams and Training.
- Contracted for Clinical Consultation and Supports Services for all offices.
- Established New Worker Support Groups.
- Developed a Supervisor Training program.
- Conducting Stay Interviews and Exit Interviews to understand trends, concerns and potential solutions.
- Reclassified Case Aides position to a newly created classification at a higher pay scale.

- Paid a one-time \$1,000 Recruitment and Retention incentive to Child Protective Caseworkers, Caseworker Supervisors and Case Aides using funds from a federal grant in 2022.

- 4. For 2022 and 2023, copies of any documented District 3 (Lewiston) OCFS case worker, case aide, or case work supervisor exit interviews, including any performed by a retention specialist or other person(s), regardless of position, title, or status as an employee, consultant, or other contractor. I am prepared to do my part in ensuring that legally protected identifying personnel information in the full documents are appropriately redacted prior to OPEGA sharing them publicly with the Committee. In this vein, I also welcome any mechanism or process, including working with the Attorney General's office;**

Exit interview documents from 2022 and 2023 in District 3 are attached in Appendix E.

- 5. A briefing paper or other executive summary-level description on the history and timeline of the supporting rationale, requirements analysis, design, development, procurement, implementation, and quality assurance or performance assessment of the Katahdin system, including an identification of costs to date (and contract years remaining) and the names of the principal product(s) vendor(s) and any implementation entities that have or are assisting the Department;**

The Office of Child and Family Services (OCFS) launched the Comprehensive Child Welfare Information System known as Katahdin to improve Maine's child welfare system. Katahdin replaces the outdated Maine Automated Child Welfare Information System (MACWIS) that was developed and implemented in the late 1990s.

In 2014, in response to new regulations implemented by the Administration for Children and Families (ACF), DHHS began an evaluation of the MACWIS. After completing an internal Office of Information Technology (OIT) technical review of the system and a needs/gaps analysis contracted with FEi Systems in 2015, it was determined that MACWIS was no longer capable of satisfying requirements aligned with the DHHS vision of an integrated and coordinated child welfare services system. The Administration and DHHS committed to procuring a replacement Comprehensive Child Welfare Information System (CCWIS) that would meet federally prescribed CCWIS requirements, conform to Maine's information technology standards, and align with the child welfare practice requirements. DHHS developed a Request for Proposal (RFP) using the Business Requirements Gaps and Needs Assessment completed by FEi and a Request for Information (RFI) to better understand the technical and industry landscape at the time.

The purpose of the project was to develop a CCWIS that supports the Child Welfare Service's vision and business needs. This included:

- Intake: Recording information on reports of child abuse and neglect;
- Investigation: Investigating reports of abuse and neglect;
- Assessment: Assessing families for child safety;
- Service Planning: Interim and long-term service planning;
- Case Management: Recording details of encounters and other case- and court-related activities;
- Financial Management: Processing and recording payments for services for children and families served by OCFS, including Title IV-E eligibility;
- Reporting: Federally required, pre-defined, and ad hoc reporting used by caseworkers, caseworker supervisors, and managers; and
- Resource Management: Managing and utilizing foster care placement and service resources.

DHHS required that any proposed solution had to be implemented in another state’s Child Welfare Agency. This approach focused on customizing an existing CCWIS software package with an “adopt first” methodology to implementation. OCFS Child Welfare staff were included in the RFP selection committee. The RFP was awarded to Salesforce as the platform service provider and Deloitte as the implementation vendor. The system proposed included support for transferring the Delaware CCWIS application to Maine. ACF approved the project, which included a 50% Federal Financial Participation for development and operations of the system. It is important to note the software does belong to the State of Maine, though the platform is provided through a Software as a Service (SaaS) agreement.

The system was developed between April 2020 through January 2022. To ensure child welfare requirements were met, the Child Welfare management assigned a district Program Administrator full time to the project, as the program business lead, along with 8 field staff as part of the development team. Additionally, OCFS had over 50 different field staff from across OCFS, DHHS, DAFS, and OIT as part of the development process as subject matter experts. These staff participated in development and approval meetings as well as participating in the three-month final user acceptance testing prior to go-live. Over 95% of all field staff received the two-day Katahdin training prior to going live. Remaining staff received training shortly after on their return to work.

The project was completed on time, within budget, and met all requirements of the RFP on January 19, 2019.

Total cost of implementation (4/1/20 – 1/19/2022):

Service	Vendor	State Funds	Federal Funds	Total Funding
Configuration and Implementation	Deloitte	\$8,642,607	\$8,642,607	\$17,285,214
Platform services	Salesforce	\$871,956	\$871,956	\$1,743,913
	<b>Total</b>	\$9,514,563	\$9,514,563	\$19,029,126



Katahdin Development and Implementation Timeline:

Planning Activity	Organization	Start Date
Executive Management Team Initiation	OCFS	July 2015
Contract for CCWIS Assessment (Fei Systems)	OCFS	July 2015
Business Requirements Gaps and Needs Assessment completed	OCFS/FEI	Aug. 2015
CCWIS Request for Information (RFI)	OCFS	Jan. 2017
Funding approved by the Legislature	Maine State Legislature	July 2018
Develop RFP	OCFS/OIT	Sept. 2018
ACF Contract Approval	OCFS, Salesforce, Deloitte	March 2019
RFP Release, Develop Implementation Advance Planning Document	OCFS	May 2019
RFP Award	OCFS/OIT	June 2019
Independent Verification and Validation Assigned	Berry Dunn	June 2019
Contract Development	OCFS	Aug. 2019
SoM Contract Approval	OCFS, Salesforce, Deloitte	Nov. 2019
Begin Development of CCWIS	OCFS/Deloitte	April 2020
Implemented CCWIS	OCFS/Deloitte	Jan. 2022

Since January 2022, DHHS and OIT continue to direct and manage the implementation and development of the CCWIS system. Deloitte provides Maintenance and Operations support, as well as enhancement services as directed by the DHHS. Since go live, hundreds of enhancements to the system have been prioritized by OCFS and completed in response to worker feedback through user surveys, the Katahdin (CCWIS) Feedback mailbox, and statewide staff meetings. Additionally, system changes have been completed in response to changes in Child Welfare policy and practice, other stakeholders' input, and in response to federal program reporting requirements.

Katahdin Ongoing Maintenance and Operations Annual Costs

Service	Vendor	State Funds	Federal Funds	Total Funds
Maintenance and Operations	Deloitte	\$777,357	\$777,357	\$1,554,714
Enhancement Services	Deloitte	\$1,650,000	\$1,650,000	\$3,300,000
Platform services	Salesforce	\$871,956	\$871,956	\$1,743,912
Other Services	Various	\$156,500	\$156,500	\$313,000
State Services and Staffing	Various	\$1,552,504	\$1,552,504	\$3,105,008
	<b>Total</b>	\$5,008,317	\$5,008,317	\$10,016,634

**6. A briefing paper or other executive summary-level description of current or ongoing tracking or analysis of trends in timeliness of payments to foster families and licensed daycares. This includes whether and how the Katahdin system plays a role, if any, in processing payments or recouping identified overpayments, and any issues identified with respect to possible errors or error rates or performance concerns.**

Katahdin processes foster parent room and board payments bi-weekly on Friday evenings and sends the payment information to Advantage, the state's payment system. The Advantage system normally processes and pays those payments the following Monday. Electronic funds are deposited, and checks mailed out on Tuesday.

For the 2434 foster placements made since January 1, 2023, the average time for a family to be sent first payment, from the date of placement to check processing through Advantage, was 23 days. 90 percent of all resource families were paid within 15 days of the placement start date and 95 percent were paid within 20 days of the placement start date.

Included in the averages above are relative providers that often initially take additional processing time, since they must first complete the state's Vendor Forms to be set up in Katahdin and in Advantage prior to being eligible to receive their first payment. The process for processing vendor forms is largely outside the purview of OCFS. For the 597 first time providers, the average time from placement to first payment is 38 days. This includes 27 days once the placement is entered into the Katahdin system. 15% of first-time payments were over 60 days. However, during that period, caseworkers can provide purchase orders to the provider to help support the child's needs.

Recoupments, otherwise known as overpayment collection, are created when placements are changed or ended in the system retroactively and for periods in which board or clothing payments have already been paid to the provide. The system will calculate the days paid in error and make overpayment adjustment entries to be collected through offsets of future foster care payments made by the state. When collected, funds are returned to the general fund account or federal fund account from which they were dispersed as required.

OCFS utilizes Child Welfare state and federal funding to pay for child care services for children who are in DHHS custody or have been adopted from foster care. Services are authorized in Katahdin by the caseworker, invoiced by the provider, received by the district, and processed for payment by the DAFS Service Center for DHHS. Invoices are processed weekly on Friday evenings in Katahdin and sent to Advantage for payment. Advantage processes the payments on Monday and funds are disbursed on Tuesday.

Since January 1, 2023, OCFS has processed over 32,000 child care payments. The average payment time from an invoice being received and entered into Katahdin to the date the payment is disbursed by Advantage is 8 days. 95% of all payments are disbursed within 11 days of invoice entry date.

This calculation does not include time from when the service is provided, invoiced, mailed, and received by the office.

Appendix A

DHHS - Child & Family Services

Current Vehicle Inventory - as of 11/13/2023

New Vehicles Not Yet Issued

Plate Number	Class	Spec#	Year	Make	Model	Mileage	Dept	Bureau	Agency Contact	Driver	Location	Status	Fund	Agency	Org	Appr	Unit#	Note
181-1537	110	2	2014	FORD	FOCUS SEDAN	86486	DHHS	CHILD & FAMILY SVCS	KATHY PLOURDE	POOL	AUGUSTA	LEASE	010	10A	5324	01	2014-017	
181-1684	117	2	2014	FORD	FUSION	147436	DHHS	CHILD & FAMILY SVCS	KATHY PLOURDE	POOL	AUGUSTA	LEASE	010	10A	5324	01	2014-085	
181-1759	110	2	2015	FORD	FOCUS SEDAN	105570	DHHS	CHILD & FAMILY SVCS	KATHY PLOURDE	POOL	AUGUSTA	LEASE	010	10A	5324	01	2015-016	
181-2082	110	2	2019	NISSAN	SENTRA S	77103	DHHS	CHILD & FAMILY SVCS	KATHY PLOURDE	POOL	AUGUSTA	LEASE	010	10A	5324	01	2019-043	
182-385	404	PS	2020	CHEVY	EQUINOX	75607	DHHS	CHILD & FAMILY SVCS	KATHY PLOURDE	POOL	AUGUSTA	LEASE	010	10A	5324	01	2020-138	
182-431	110	HB	2022	SUBARU	IMPREZA	29103	DHHS	CHILD & FAMILY SVCS	KATHY PLOURDE	POOL	AUGUSTA	LEASE	010	10A	5324	01	2022-038	
183-3202	110	EV	2023	CHEVY	BOLT	5488	DHHS	CHILD & FAMILY SVCS	KATHY PLOURDE	POOL	AUGUSTA	LEASE	010	10A	5324	01	2023-001	
181-1954	110	2	2017	FORD	FOCUS SEDAN	67889	DHHS	CHILD & FAMILY SVCS	BOBBI JOHNSON	BULLARD/ LEONARD	BANGOR	LEASE	010	10A	5131	01	2017-100	
181-1986	110	HB	2018	FORD	FOCUS HATCHBACK	110953	DHHS	CHILD & FAMILY SVCS	ELIZABETH TOMER	POOL	BANGOR	LEASE	010	10A	5324	01	2018-009	
181-1993	110	2	2018	FORD	FOCUS SEDAN	79246	DHHS	CHILD & FAMILY SVCS	ELIZABETH TOMER	POOL	BANGOR	LEASE	010	10A	5324	01	2018-016	
181-1994	110	2	2018	FORD	FOCUS SEDAN	119206	DHHS	CHILD & FAMILY SVCS	ELIZABETH TOMER	POOL	BANGOR	LEASE	010	10A	5324	01	2018-017	
181-1995	110	2	2018	FORD	FOCUS SEDAN	110179	DHHS	CHILD & FAMILY SVCS	ELIZABETH TOMER	POOL	BANGOR	LEASE	010	10A	5324	01	2018-018	
181-2081	110	2	2019	NISSAN	SENTRA S	83531	DHHS	CHILD & FAMILY SVCS	ELIZABETH TOMER	POOL	BANGOR	LEASE	010	10A	5324	01	2019-042	
182-351	117	PS	2020	CHEVY	MALIBU	83907	DHHS	CHILD & FAMILY SVCS	ELIZABETH TOMER	POOL	BANGOR	LEASE	010	10A	5324	01	2020-041	
183-3092	404	2	2019	NISSAN	ROGUE S	129853	DHHS	CHILD & FAMILY SVCS	ELIZABETH TOMER	POOL	BANGOR	LEASE	010	10A	5324	01	2019-150	
181-2074	110	2	2019	NISSAN	SENTRA S	35879	DHHS	CHILD & FAMILY SVCS	ERIN RIPLEY	B. JOHNSON	BANGOR	LEASE	010	10A	5131	01	2019-035	
181-1956	110	2	2017	FORD	FOCUS SEDAN	78346	DHHS	CHILD & FAMILY SVCS	REBECCA PLOURDE	POOL	BIDDEFORD	LEASE	010	10A	5324	01	2017-102	
181-2088	110	2	2019	NISSAN	SENTRA S	53509	DHHS	CHILD & FAMILY SVCS	REBECCA PLOURDE	POOL	BIDDEFORD	LEASE	010	10A	5324	01	2019-049	
182-389	404	PS	2020	CHEVY	EQUINOX	52411	DHHS	CHILD & FAMILY SVCS	REBECCA PLOURDE	POOL	BIDDEFORD	LEASE	010	10A	5324	01	2020-146	
181-1641	110	2	2014	FORD	FOCUS SEDAN	101468	DHHS	CHILD & FAMILY SVCS	NANCY GOGUEN	POOL	CARIBOU	LEASE	010	10A	5324	01	2014-046	
181-1764	117	2	2016	FORD	FUSION	108380	DHHS	CHILD & FAMILY SVCS	NANCY GOGUEN	POOL	CARIBOU	LEASE	010	10A	5324	01	2016-030	
181-1827	110	2	2016	FORD	FOCUS	81969	DHHS	CHILD & FAMILY SVCS	NANCY GOGUEN	POOL	CARIBOU	LEASE	010	10A	5324	01	2016-068	
183-2766	404	2	2017	NISSAN	ROGUE	85082	DHHS	CHILD & FAMILY SVCS	NANCY GOGUEN	POOL	CARIBOU	LEASE	010	10A	5324	01	2017-140	
181-1766	117	2	2016	FORD	FUSION	110271	DHHS	CHILD & FAMILY SVCS	CHRISTY KIDDER	POOL	ELLSWORTH	LEASE	010	10A	5324	01	2016-031	
181-2013	117	PS	2018	NISSAN	ALTIMA S	66752	DHHS	CHILD & FAMILY SVCS	CHRISTY KIDDER	POOL	ELLSWORTH	LEASE	010	10A	5324	01	2018-036	
181-2208	404	EG	2021	FORD	ESCAPE HYBRID	27688	DHHS	CHILD & FAMILY SVCS	CHRISTY KIDDER	POOL	ELLSWORTH	LEASE	010	10A	5324	01	2021-024	
181-2086	110	2	2019	NISSAN	SENTRA S	58202	DHHS	OCFS/CHILD LICENSING	HEATHER JOSLYN	B. CALLNAN	HOULTON	LEASE	014	10A	6712	04	2019-047	
181-1643	110	2	2014	FORD	FOCUS SEDAN	93265	DHHS	CHILD & FAMILY SVCS	SALLY WARD	POOL	HOULTON	LEASE	010	10A	5324	01	2014-048	
181-2080	110	2	2019	NISSAN	SENTRA S	43825	DHHS	CHILD & FAMILY SVCS	SALLY WARD	POOL	HOULTON	LEASE	010	10A	5324	01	2019-041	
183-3112	404	2	2019	NISSAN	ROGUE S	63185	DHHS	CHILD & FAMILY SVCS	SALLY WARD	POOL	HOULTON	LEASE	010	10A	5324	01	2019-170	
182-386	404	PS	2020	CHEVY	EQUINOX	47048	DHHS	CHILD & FAMILY SVCS	JACK WAITE	T. JACKMAN /POOL	LEWISTON	LEASE	010	10A	5324	01	2020-140	
183-2293	321	3	2011	DODGE	GRAND CARAVAN	135487	DHHS	CHILD & FAMILY SVCS	JACK WAITE	POOL	LEWISTON	LEASE	010	10A	5324	01	2011-088	
183-3187	404		2022	FORD	ESCAPE	12671	DHHS	CHILD & FAMILY SVCS	JACK WAITE	POOL	LEWISTON	LEASE	010	10A	5324	01	2022-184	
183-3212	420		2022	FORD	EXPLORER XLT	10536	DHHS	CHILD & FAMILY SVCS	JACK WAITE	POOL	LEWISTON	LEASE	010	10A	5324	01	2022-210	
181-1758	110	2	2015	FORD	FOCUS SEDAN	78048	DHHS	CHILD & FAMILY SVCS	DARLENE TIBBETTS	POOL	MACHIAS	LEASE	010	10A	5324	01	2015-015	
182-328	404	PS	2020	CHEVY	EQUINOX	47791	DHHS	CHILD & FAMILY SVCS	DARLENE TIBBETTS	POOL	MACHIAS	LEASE	010	10A	5324	01	2020-144	
183-2787	404	2	2017	NISSAN	ROGUE	103944	DHHS	CHILD & FAMILY SVCS	DARLENE TIBBETTS	POOL	MACHIAS	LEASE	010	10A	5324	01	2017-161	
181-1631	110	2	2014	FORD	FOCUS SEDAN	111274	DHHS	CHILD & FAMILY SVCS	GARY BILLINGTON	POOL	ROCKLAND	LEASE	010	10A	5324	01	2014-036	
181-1634	110	2	2014	FORD	FOCUS SEDAN	120403	DHHS	CHILD & FAMILY SVCS	GARY BILLINGTON	POOL	ROCKLAND	LEASE	010	10A	5324	01	2014-039	
181-1831	110	2	2016	FORD	FOCUS	85760	DHHS	CHILD & FAMILY SVCS	GARY BILLINGTON	POOL	ROCKLAND	LEASE	010	10A	5324	01	2016-071	
181-1834	110	2	2016	FORD	FOCUS	105704	DHHS	CHILD & FAMILY SVCS	GARY BILLINGTON	POOL	ROCKLAND	LEASE	010	10A	5324	01	2016-073	
181-1846	110	HB	2016	FORD	FOCUS HATCHBACK	112965	DHHS	CHILD & FAMILY SVCS	GARY BILLINGTON	POOL	ROCKLAND	LEASE	010	10A	5324	01	2016-085	
181-2015	117	PS	2018	NISSAN	ALTIMA S	83366	DHHS	CHILD & FAMILY SVCS	GARY BILLINGTON	POOL	ROCKLAND	LEASE	010	10A	5324	01	2018-038	
183-2943	404	2	2018	NISSAN	ROGUE	107997	DHHS	CHILD & FAMILY SVCS	GARY BILLINGTON	POOL	ROCKLAND	LEASE	010	10A	5324	01	2018-125	
181-2014	117	PS	2018	NISSAN	ALTIMA S	79616	DHHS	CHILD & FAMILY SVCS	REBECCA PLOURDE	POOL	SANFORD	LEASE	010	10A	5324	01	2018-037	
182-344	404	PS	2020	CHEVY	EQUINOX	43244	DHHS	CHILD & FAMILY SVCS	REBECCA PLOURDE	POOL	SANFORD	LEASE	010	10A	5324	01	2020-143	
182-393	404	PS	2020	CHEVY	EQUINOX	41799	DHHS	CHILD & FAMILY SVCS	DANIELLE LAMORE	POOL	SKOWHEGAN	LEASE	010	10A	5324	01	2020-145	
181-2046	117	PS	2019	CHEVY	MALIBU LS	54221	DHHS	CHILD & FAMILY SVCS	KATIE CLIFFORD	POOL	SKOWHEGAN	LEASE	010	10A	5324	01	2019-008	
161-851	400	PH	2023	FORD	ESCAPE PHEV	127	DHHS	CHILD & FAMILY SVCS	KAREN SMALL	POOL	SO. PORTLAND	RECEIVED	010	10A	5324	01	2023-110	New Addition
181-1996	110	2	2018	FORD	FOCUS SEDAN	82447	DHHS	CHILD & FAMILY SVCS	KAREN SMALL	POOL	SO. PORTLAND	LEASE	010	10A	5324	01	2018-019	
182-347	117	PS	2020	CHEVY	MALIBU	55991	DHHS	CHILD & FAMILY SVCS	KAREN SMALL	POOL	SO. PORTLAND	LEASE	010	10A	5324	01	2020-057	
183-3165	404	EG	2021	FORD	ESCAPE HYBRID	43581	DHHS	CHILD & FAMILY SVCS	KAREN SMALL	POOL	SO. PORTLAND	LEASE	010	10A	5324	01	2021-020	
161-852	400	PH	2023	FORD	ESCAPE PHEV	216	DHHS	CHILD & FAMILY SVCS	MELISSA BEAULIEU	POOL	SO. PORTLAND	RECEIVED	010	10A	5324	01	2023-111	New Addition
181-1819	110	2	2016	FORD	FOCUS	55907	DHHS	CHILD & FAMILY SVCS	GARY BILLINGTON	POOL	VINALHAVEN	LEASE	010	10A	5324	01	2016-061	

**Appendix B**

**DHHS - OCFS  
Vehicles to be Replaced as of  
11/14/2023**

Old Vehicle Information												New Vehicle Information						
Dept	Bureau	Old Plate Number	Old Class	Old Year	Old Make	Old Model	Mileage	Agency Contact	Driver	Location	Old Color	New Type Req.	New Class	New Year	New Make	New Model	New Color	Description
DHHS	OCFS	181-1766	117	2016	FORD	FUSION	110271	CHRISTY KIDDER	POOL	ELLSWORTH	INGOT SILVER	117	117	2024	NISSAN	ALTIMA S FWD	BRILL SILVER	SEDAN, INTERMEDIATE, FWD
DHHS	OCFS	NEW						DANIELLE LAMORE	POOL	SKOWHEGAN		117	117	2024	NISSAN	ALTIMA S FWD	GUN METALLIC	SEDAN, INTERMEDIATE, FWD
DHHS	OCFS	183-2787	404	2017	NISSAN	ROGUE	103944	DARLENE TIBBETTS	POOL	MACHIAS	MAGNETIC BLACK	404-PS	404	2024	CHEVY	EQUINOX	STERLING GRAY	SUV, COMPACT, AWD, POWER SEAT
DHHS	OCFS	181-1986	110	2018	FORD	FOCUS HATCHBACK	110953	ELIZABETH TOMER	POOL	BANGOR	MAGNETIC	110	110	2024	NISSAN	SENTRA	GRAY	SEDAN, COMPACT, FWD
DHHS	OCFS	181-1994	110	2018	FORD	FOCUS SEDAN	119206	ELIZABETH TOMER	POOL	BANGOR	SHADOW BLACK	404-PS	404	2024	CHEVY	EQUINOX	MOSAIC BLACK	SUV, COMPACT, AWD, POWER SEAT
DHHS	OCFS	181-1995	110	2018	FORD	FOCUS SEDAN	110179	ELIZABETH TOMER	POOL	BANGOR	WHITE GOLD	110	110	2024	NISSAN	SENTRA	BLACK	SEDAN, COMPACT, FWD
DHHS	OCFS	183-3092	404	2019	NISSAN	ROGUE S	129853	ELIZABETH TOMER	POOL	BANGOR	CASPIAN BLUE	404	404	2024	NISSAN	ROGUE S AWD	GRAY	SUV, COMPACT, AWD
DHHS	OCFS	181-1631	110	2014	FORD	FOCUS SEDAN	111274	GARY BILLINGTON	POOL	ROCKLAND	INGOT SILVER	110	110	2024	NISSAN	SENTRA	BLACK	SEDAN, COMPACT, FWD
DHHS	OCFS	181-1634	110	2014	FORD	FOCUS SEDAN	120403	GARY BILLINGTON	POOL	ROCKLAND	RACE RED	404-PS	404	2024	CHEVY	EQUINOX	SUMMIT WHITE	SUV, COMPACT, AWD, POWER SEAT
DHHS	OCFS	181-1834	110	2016	FORD	FOCUS	105704	GARY BILLINGTON	POOL	ROCKLAND	INGOT SILVER	110	110	2024	NISSAN	SENTRA	BLACK	SEDAN, COMPACT, FWD
DHHS	OCFS	181-1846	110	2016	FORD	FOCUS HATCHBACK	112965	GARY BILLINGTON	POOL	ROCKLAND	TECTONIC	110	110	2024	NISSAN	SENTRA	GRAY	SEDAN, COMPACT, FWD
DHHS	OCFS	183-2943	404	2018	NISSAN	ROGUE	107997	GARY BILLINGTON	POOL	ROCKLAND	MAGNETIC BLACK	404-PS	404	2024	CHEVY	EQUINOX	LAKESHORE BLUE	SUV, COMPACT, AWD, POWER SEAT
DHHS	OCFS	183-2293	321	2011	DODGE	GRAND CARAVAN	135487	JACK WAITE	POOL	LEWISTON	STONE WHITE	404	404	2024	NISSAN	ROGUE S AWD	WHITE	SUV, COMPACT, AWD
DHHS	OCFS	181-1996	110	2018	FORD	FOCUS SEDAN	82447	KAREN SMALL	POOL	SO. PORTLAND	WHITE GOLD	400 PHEV	400	2023	FORD	ESCAPE	OXFORD WHITE	SUV, COMPACT, FWD
DHHS	OCFS	NEW						KAREN SMALL	POOL	SO. PORTLAND		404-PS	404	2024	CHEVY	EQUINOX	LAKESHORE BLUE	SUV, COMPACT, AWD, POWER SEAT
DHHS	OCFS	181-1684	117	2014	FORD	FUSION	147436	KATHY PLOURDE	POOL	AUGUSTA	STERLING GRAY	404	404	2024	NISSAN	ROGUE S AWD	GRAY	SUV, COMPACT, AWD
DHHS	OCFS	181-1759	110	2015	FORD	FOCUS SEDAN	105570	KATHY PLOURDE	POOL	AUGUSTA	RACE RED	404-PS	404	2024	CHEVY	EQUINOX	LAKESHORE BLUE	SUV, COMPACT, AWD, POWER SEAT
DHHS	OCFS	NEW						MELISSA BEAULIEU	POOL	SO. PORTLAND		400 PHEV	400	2023	FORD	ESCAPE	OXFORD WHITE	SUV, COMPACT, FWD
DHHS	OCFS	181-1764	117	2016	FORD	FUSION	108380	NANCY GOGUEN	POOL	CARIBOU	MAGNETIC	404-PS	404	2024	CHEVY	EQUINOX	LAKESHORE BLUE	SUV, COMPACT, AWD, POWER SEAT

## Appendix C

### DHHS – Child & Family Services

#### Usage Summary – October 2022 through September 2023

Plate Number	Class	Year	Make	Model	Current Dept	Current Bureau*	Current Assigned Driver	Current Location	Total Miles Driven	Months Billed	Average Monthly Mileage	Amount Billed	Per Mile Charge
181-1537	110	2014	FORD	FOCUS SEDAN	DHHS	CFS	POOL	AUGUSTA	7899	12	658	\$2,934.06	\$0.3714
181-1684	117	2014	FORD	FUSION	DHHS	CFS	POOL	AUGUSTA	16670	12	1389	\$4,854.77	\$0.2912
181-1759	110	2015	FORD	FOCUS SEDAN	DHHS	CFS	POOL	AUGUSTA	14885	12	1240	\$4,158.47	\$0.2794
181-2082	110	2019	NISSAN	SENTRA S	DHHS	CFS	POOL	AUGUSTA	20475	12	1706	\$7,561.30	\$0.3693
182-385	404	2020	CHEVY	EQUINOX	DHHS	CFS	POOL	AUGUSTA	29165	12	2430	\$11,023.45	\$0.3780
182-431	110	2022	SUBARU	IMPREZA	DHHS	CFS	POOL	AUGUSTA	18530	12	1544	\$8,113.41	\$0.4379
183-3202	110	2023	CHEVY	BOLT	DHHS	CFS	POOL	AUGUSTA	5376	9	298	\$3,851.82	\$0.7165
181-1954	110	2017	FORD	FOCUS SEDAN	DHHS	CFS	BULLARD/ LEONARD	BANGOR	7937	12	661	\$2,879.23	\$0.3628
181-1986	110	2018	FORD	FOCUS HATCHBACK	DHHS	CFS	POOL	BANGOR	21116	12	1759	\$5,559.05	\$0.2633
181-1993	110	2018	FORD	FOCUS SEDAN	DHHS	CFS	POOL	BANGOR	17673	12	1472	\$4,554.77	\$0.2577
181-1994	110	2018	FORD	FOCUS SEDAN	DHHS	CFS	POOL	BANGOR	23918	12	1993	\$5,748.34	\$0.2403
181-1995	110	2018	FORD	FOCUS SEDAN	DHHS	CFS	POOL	BANGOR	19914	12	1659	\$5,362.78	\$0.2693
181-2074	110	2019	NISSAN	SENTRA S	DHHS	CFS	B. JOHNSON	BANGOR	12444	12	1037	\$5,902.89	\$0.4744
181-2081	110	2019	NISSAN	SENTRA S	DHHS	CFS	POOL	BANGOR	19318	12	1609	\$7,388.82	\$0.3825
182-351	117	2020	CHEVY	MALIBU	DHHS	CFS	POOL	BANGOR	30736	12	2561	\$9,786.00	\$0.3184
183-3092	404	2019	NISSAN	ROGUE S	DHHS	CFS	POOL	BANGOR	28964	12	2413	\$10,864.24	\$0.3751
181-1956	110	2017	FORD	FOCUS SEDAN	DHHS	CFS	POOL	BIDDEFORD	18020	12	1501	\$5,330.93	\$0.2958
181-2088	110	2019	NISSAN	SENTRA S	DHHS	CFS	POOL	BIDDEFORD	18560	12	1546	\$7,034.81	\$0.3790
182-389	404	2020	CHEVY	EQUINOX	DHHS	CFS	POOL	BIDDEFORD	24572	12	2047	\$10,274.49	\$0.4181
181-1641	110	2014	FORD	FOCUS SEDAN	DHHS	CFS	POOL	CARIBOU	6268	12	522	\$2,657.12	\$0.4239
181-1764	117	2016	FORD	FUSION	DHHS	CFS	POOL	CARIBOU	14564	12	1213	\$4,453.09	\$0.3058
181-1827	110	2016	FORD	FOCUS	DHHS	CFS	POOL	CARIBOU	16289	12	1357	\$4,385.26	\$0.2692
183-2766	404	2017	NISSAN	ROGUE	DHHS	CFS	POOL	CARIBOU	7154	12	596	\$3,369.47	\$0.4710
181-1766	117	2016	FORD	FUSION	DHHS	CFS	POOL	ELLSWORTH	5176	12	431	\$2,950.73	\$0.5701

181-2013	117	2018	NISSAN	ALTIMA S	DHHS	CFS	POOL	ELLSWORTH	11853	12	987	\$4,140.22	\$0.3493
181-2208	404	2021	FORD	ESCAPE HYBRID	DHHS	CFS	POOL	ELLSWORTH	16921	12	1410	\$8,439.59	\$0.4988
181-1643	110	2014	FORD	FOCUS SEDAN	DHHS	CFS	POOL	HOULTON	3647	12	303	\$2,384.10	\$0.6537
181-2080	110	2019	NISSAN	SENTRA S	DHHS	CFS	POOL	HOULTON	11971	12	997	\$6,087.77	\$0.5085
181-2086	110	2019	NISSAN	SENTRA S	DHHS	CL	B. CALLNAN	HOULTON	16871	12	1405	\$6,893.62	\$0.4086
183-3112	404	2019	NISSAN	ROGUE S	DHHS	CFS	POOL	HOULTON	16597	12	1383	\$8,467.79	\$0.5102
182-386	404	2020	CHEVY	EQUINOX	DHHS	CFS	T. JACKMAN/ POOL	LEWISTON	12752	12	1062	\$7,696.76	\$0.6036
183-2293	321	2011	DODGE	GRAND CARAVAN	DHHS	CFS	POOL	LEWISTON	5866	12	488	\$3,521.00	\$0.6002
183-3187	404	2022	FORD	ESCAPE	DHHS	CFS	POOL	LEWISTON	12662	11	1151	\$7,973.73	\$0.6297
183-3212	420	2022	FORD	EXPLORER XLT	DHHS	CFS	POOL	LEWISTON	10527	8	1315	\$8,468.82	\$0.8045
181-1758	110	2015	FORD	FOCUS SEDAN	DHHS	CFS	POOL	MACHIAS	3085	12	257	\$2,114.47	\$0.6854
182-328	404	2020	CHEVY	EQUINOX	DHHS	CFS	POOL	MACHIAS	16626	12	1385	\$8,427.04	\$0.5069
183-2787	404	2017	NISSAN	ROGUE	DHHS	CFS	POOL	MACHIAS	15667	12	1305	\$4,987.53	\$0.3183
181-1631	110	2014	FORD	FOCUS SEDAN	DHHS	CFS	POOL	ROCKLAND	7952	12	662	\$2,920.35	\$0.3672
181-1634	110	2014	FORD	FOCUS SEDAN	DHHS	CFS	POOL	ROCKLAND	6698	12	558	\$2,654.30	\$0.3963
181-1831	110	2016	FORD	FOCUS	DHHS	CFS	POOL	ROCKLAND	7152	12	596	\$2,813.56	\$0.3934
181-1834	110	2016	FORD	FOCUS	DHHS	CFS	POOL	ROCKLAND	8085	12	673	\$3,235.97	\$0.4002
181-1846	110	2016	FORD	FOCUS HATCHBACK	DHHS	CFS	POOL	ROCKLAND	12804	12	1067	\$3,857.57	\$0.3013
181-2015	117	2018	NISSAN	ALTIMA S	DHHS	CFS	POOL	ROCKLAND	17013	12	1417	\$7,003.05	\$0.4116
183-2943	404	2018	NISSAN	ROGUE	DHHS	CFS	POOL	ROCKLAND	23461	12	1955	\$6,764.70	\$0.2883
181-2014	117	2018	NISSAN	ALTIMA S	DHHS	CFS	POOL	SANFORD	8912	12	742	\$3,679.15	\$0.4128
182-344	404	2020	CHEVY	EQUINOX	DHHS	CFS	POOL	SANFORD	12834	12	1069	\$7,619.84	\$0.5937
181-2046	117	2019	CHEVY	MALIBU LS	DHHS	CFS	POOL	SKOWHEGAN	7866	12	655	\$4,293.07	\$0.5458
182-393	404	2020	CHEVY	EQUINOX	DHHS	CFS	POOL	SKOWHEGAN	27368	12	2280	\$10,833.88	\$0.3959
181-1996	110	2018	FORD	FOCUS SEDAN	DHHS	CFS	POOL	SO. PORTLAND	20358	12	1696	\$5,309.89	\$0.2608
182-347	117	2020	CHEVY	MALIBU	DHHS	CFS	POOL	SO. PORTLAND	18577	12	1548	\$7,552.87	\$0.4066
183-3165	404	2021	FORD	ESCAPE HYBRID	DHHS	CFS	POOL	SO. PORTLAND	24026	12	2002	\$9,526.57	\$0.3965
181-1819	110	2016	FORD	FOCUS	DHHS	CFS	POOL	VINALHAVEN	4557	11	414	\$2,237.73	\$0.4911

181-1510	120	2012	CHEVY	IMPALA	NO LONGER WITH DHHS		POOL		846	1	846	\$310.92	\$0.3675
181-1531	110	2014	FORD	FOCUS SEDAN	NO LONGER WITH DHHS		POOL		2288	4	572	\$948.80	\$0.4147
181-1982	117	2017	NISSAN	ALTIMA	NO LONGER WITH DHHS		POOL		4224	12	352	\$1,310.19	\$0.3102
181-2067	110	2019	NISSAN	SENTRA S	NO LONGER WITH DHHS		B. GAUTHIER		6666	12	555	\$4,765.51	\$0.7149
182-453	117	2022	CHEVY	MALIBU LS	NO LONGER WITH DHHS		POOL		6240	12	520	\$1,697.62	\$0.2721
183-2545	404	2015	FORD	ESCAPE	NO LONGER WITH DHHS		POOL		5351	12	445	\$1,639.47	\$0.3064
183-2724	400	2017	FORD	ESCAPE	NO LONGER WITH DHHS		POOL		5524	12	460	\$1,653.99	\$0.2994

\*Bureau Codes:

CFS – Child & Family Services

CL – OCFS/Child Licensing

## Appendix D

Report Date: 11/8/2023

### Acronyms

CPSC	Child Protective Services Caseworker
CPSC Sup	Child Protective Services Caseworker Supervisor
CPSC - CES	Child Protective Services Caseworker – Child Emergency Services
CRA II	Case Aide
Office Assistant II	Admin Support
Office Assoc II	Admin Support
CCW	Community Care Worker (Foster Licensing)

Line #	Position Type	Location	Vacant
2021-2101	CRA II	Ellsworth	8/9/2022
2000-2697	CRA II	Lewiston	1/17/2023
2000-3843	CRA II	Lewiston	1/19/2023
2021-0981	CRA II	Lewiston	1/19/2023
2000-3832	CPSC	Lewiston	3/1/2023
2000-3827	CPSC	Lewiston	3/1/2023
2000-2373	CPSC	Rockland	2/27/2023
2000-2702	CRA II	Portland	4/3/2023
2000-3918	CPSC	Rockland	3/16/2023
2000-3922	CPSC	Lewiston	3/18/2023
2023-1681	CPSC	Lewiston	4/22/2023
2000-2175	CPSC	Lewiston	4/10/2023
2000-3915	CPSC	Lewiston	4/12/2023
2000-3745	CPSC	Lewiston	5/13/2023
2022-7944	CPSC	Lewiston	4/29/2023
2023-2011	CPSC	Lewiston	4/13/2023
2000-3969	CES-CPSC	Ellsworth/Machias	5/19/2023
2000-2706	CRA II	Portland	4/18/23
2021-2391	CRAII	Lewiston	4/28/2023
2021-0701	CRA II	Rockland	6/1/2023
2000-3727	CPSC Sup	Sanford	5/29/2023
2022-3051	CPSC	Lewiston	5/15/2023
2000-3765	CPSC	Machias	5/22/2023
2023-2031	CPSC	Lewiston	7/15/2023
2022-7943	CPSC	Lewiston	7/15/2023
2000-2488	CPSC	Bangor	7/31/2023
2000-3914	CPSC	Lewiston	6/21/2023
2000-2508	CPSC	Rockland	7/6/2023
2000-3751	CPSC	Augusta	7/10/2023
2000-3833	CPSC	Augusta	7/21/2023



2022-7784	CPSC	Sanford	7/14/2023
2022-7332	Office Assistant II	Lewiston	6/29/2023
2023-2726	CPSC-CES	Region II	7/30/2023
2000-2385	CPSC	Augusta	7/17/2023
2022-7822	Office Assistant II	Houlton	7/26/2023
2022-7640	CPSC	Lewiston	7/28/2023
2000-3959	CES-CPSC	Portland	7/17/2023
2022-7790	CPSC	Machias	8/21/2023
2022-7593	CPSC	Lewiston	8/1/2023
2022-2601	CPSC Sup	Biddeford	8/18/2023
2022-7591	CPSC Sup	Lewiston	9/1/2023
2000-3746	CPSC	Lewiston	8/11/2023
2023-1421	CPSC	Biddeford	8/21/2023
2000-1805	Office Assoc. II	Portland	8/14/2023
2000-2710	CRA II	Augusta	8/7/2023
2023-0171	CPSC	Biddeford	8/21/2023
2000-2183	CPSC	Rockland	8/2/2023
2000-3617	CPSC	Bangor	1/23/2023
2000-2888	CPSC	Bangor	12/10/2022
2022-0051	CPSC	Portland	11/22/2022
2000-3918	CPSC	Rockland	8/21/2023
2000-2364	CPSC	Machias	9/5/2023
2022-1091	CPSC	Lewiston	8/28/2023
2000-3737	CPSC	Biddeford	8/18/2023
2000-3967	CPSC-CES	Region III	9/13/2023
2000-2892	CPSC	Intake	9/9/2023
2022-2231	CPSC	Portland	9/8/2023
2022-8026	CPSC	Augusta	9/15/2023
2000-2496	CPSC	Augusta	10/6/2023
2022-2681	CPSC	Biddeford	9/14/2023
2022-7787	CPSC	Biddeford	8/20/2023
2022-2831	CPSC	Lewiston	10/1/2023
2000-2174	CPSC	Lewiston	9/22/2023
2022-3171	CPSC	Lewiston	9/22/2023
2022-7595	CPSC	Lewiston	9/22/2023
2022-3471	CPSC	Augusta	10/14/2023
2000-3736	CPSC	Sanford	2/17/2023
2023-0231	CPSC	Lewiston	8/28/2023
2022-7832	CPSC Sup	Rockland	8/16/2023
2000-3634	CPSC Sup	Rockland	8/16/2023
2022-5451	Office Assistant II	Augusta	9/18/2023
2022-8067	CPSC	Skowhegan	6/5/2023
2022-2173	CPSC	Rockland	4/28/2023

2022-7652	CPSC	Rockland	6/21/2023
2022-7600	CPSC Sup	Rockland	8/2/2023
2022-7893	CPSC	Lewiston	4/14/2023
2000-2824	CPSC	Lewiston	6/12/2023
2000-3723	CRA II-Case Aide	Biddeford	9/25/2023
2000-3611	CRA II	Lewiston	9/18/2023
2022-7946	CPSC	Biddeford	
2000-3615	CPSC	Lewiston	10/4/2023
2022-7590	CPSC	Lewiston	11/9/2023
2000-3830	CPSC	Lewiston	8/29/2023
2023-1401	CPSC	Skowhegan	10/28/2023
2022-7618	CPSC	Bangor	11/6/2023
2022-0511	CPSC	Biddeford	8/25/2023
2000-2833	CPSC	Sanford	9/5/2023
2022-7576	CPSC	Biddeford	10/23/2023
2022-2181	CPSC	Augusta	10/12/2023
2022-7626	CPSC	Houlton	10/30/2023
2022-1171	CCW-Foster Care Licensing	Bangor	10/13/2023
2000-2698	CRA II	Lewiston	11/1/2023
2000-2505	CPSC	Biddeford	10/16/2023
2000-3764	CPSC	Ellsworth	10/20/2023
2023-0201	CPSC	Portland	12/15/2023
2000-1849	CPSC	Ellsworth	10/23/2023
2022-1881	CPSC	Ellsworth	11/20/2023
2022-0671	CPSC	Lewiston	11/10/2023
2022-7791	CPSC	Bangor	11/13/2023
2022-0521	CPSC	Portland	11/17/2023
2000-2499	CPSC	Biddeford	11/14/2023
2000-3738	CPSC	Biddeford	12/1/2023
2022-7781	CPSC	Bangor	11/27/2023
2022-0241	CPSC	Lewiston	11/13/2023

## Appendix E

[name redacted] 4/25/2023

### Exit Interview

**1. In regard to your experience at OCFS what did you see as done well?**

I think that in our District, specifically, there is a lot of teamwork. When the training falls short, we have people jumping in to help. I felt when I had questions, I felt I could go to my peers and get the question answered. Hoteling, visits, transports-we rarely have to go to assigned overtime list, we have people jumping in and helping. You know your peers will jump in. Not as much pressure. Our District does that really well.

**2. If you were going to suggest improvements, what would you suggest?**

We need to have more realistic expectations of workers. Our job is more than 40 hours. People trying to balance work, family, it's very hard. If anything could be changed, the number of cases people are carrying. We are doing a disservice to the families we are serving. I am struggling to do the basics of the job. How can I reunify if I can't really help them. We meet people in the crisis. We say we are here to help. The sheer number of cases we have makes that impossible. What are we really doing? It's discouraging for the worker, parents, etc.

**3. What was your experience like with supervision?**

I have two had two supervisors since I have been here. My first experience was much different than current. My first supervisor, I felt unsupported. Not my supervisor's fault-she came from Investigations and was supervising Permanency. It made the job tough. There was a lot of contention around the job because I felt unsupported. Neither of us really knew what was going on. It didn't contribute to my leaving, I left for personal reasons. This time, supervision has been much different. My current supervisor has been doing the Permanency job for a long time-she has a ton of experience. She can answer my questions, she gave me good guidance. She was supportive. It was a better space to sound board off. My current supervisor has been really supportive. She has been really incredible. She's leaving too. We are sitting in the same boat.

**4. What would you recommend to a New Worker coming into this position?**

I spent some time with a new worker. You won't know if you can do this job unless you are in it for a long time. You need to do it for a while. You won't conquer it in a few months. You need to ask questions; you need to dig really deep. You need to count on your team. I would also tell them to make their time outside of work as much of a priority as you do inside work. You need to have some self-preservation and take care of yourself outside of work. You will burn out really fast here. There is always more to be done.

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention what would you tell them they need to do to retain their workers?**

I would tell them they need to look at this from start to finish. From interview to the first year of service. We need to pay attention to what is happening there. Once you get out of pre-service and you are thrown to the woods. We are not keeping workers and it is a crisis at this point. We need to pay attention to why so many are leaving for a long period of time. Many long-time workers are feeling that Central Office is not listening-not taking our ideas, not bending at all. Why are we not trying these things? Why can't we keep workers? Why is no one looking at these things.

6. **Anything more I could do in the hiring process?**

I think the hiring process itself has been better. I found the second time was faster. I think it's that, once someone enters the District, they are kind of like the floor helper for a long time. The first day on the job, my first time on the job. I had to pick up a toddler, bring him to a visit. I had never hooked up a car seat, had never had to do a visit. I got thrown up on. I felt like there needed to be more guidance. The second time around, this time around, I was thrown into a child death and I walked into the office and there was a kid sleeping on the floor of our office. Her sister had died the night before. Someone needed to sit with child, facilitate a visit with child and parents, help them process their grief. It was only my second day back. Sure enough, it was a woman I had worked with in a previous position. Personally, that experience was really, really tough. Being mindful of the situation we are throwing people into.

I know my District knew I could do the job. I was handed a few cases when I got here. I could hit the ground running. Another worker in my unit left shortly after I got back. This worker had been out prior to leaving. I had met some of these cases. I ended up getting 5 cases and then 4 more on top of that in February. It was challenging to take that all on in the shortest moment. On top of that, the cases were a mess. Discovery not done, no family plan, no child plan, no dictation. I was pissed. I was really upset. Every other day I was hearing from my sup- here are 2 more cases, here are 2 more. I felt like I was being pummeled. There was a lot of recovery work to be done. I am still trying to get out of that hole and I am leaving tomorrow. I thought, this is ridiculous- we need to be doing a better job before workers are leaving. I am setting up transfer meetings. Things weren't done for me and it felt cruddy.

*Any difference with new PA management?* I don't know how to articulate this. I had an understanding that my supervisor was talking to the APA about what I am taking for cases. It felt like there was a "who cares" how the cases are. In the past my experience was the APA was "incredible". He knows our names, he is supportive.

We don't know the new PA. She walks through the office with a stone-cold face. Our District does not know her. The environment here is hostile. *Is it different that it was when you left the first time?* Yes, I am trying not to be emotional. We are suffering and we are not part of the solution. We know that conversations are happening behind the scenes. We don't know what that is. We continue to flounder while that gets worked out. We talk about our workload is too much. We can't fix that- we need workers, but we can't keep people. We can't keep people in a crisis. I am taking a huge pay cut just to leave. I feel like, we had these unit check ins with the PA and APA not too long ago. It felt like when we were talking about this and maybe it was seen as a caseworker incompetence issue and not a workload issue. And that was very offensive to people. It felt like you are not hearing us, you aren't listening to us and my competency and integrity as a worker was being questioned. Even if that was not the intention, that is what it felt like. I felt like someone was judging me without knowing who I was, what kind of worker I was, how I was managing cases. I don't ask for help until I have really tried to suss things out, and then to feel questioned was tough. I hear from supervisors who spend time with the new PA that she is rooting for us, she has some great ideas. Others who are close to her say she is funny and personable. But she leads in a stern way.

I have been concerned about my eligibility for re-hire. My District has had a unique experience- I was the had another position that supported CPS. And this is my second time leaving as a caseworker. It was communicated to me that I was "job-hopping". That's not the case, I was job hopping. I have the flexibility to leave, I don't feel supported, and I can't do the work. It feels like when I am working with families, my integrity feels like it is being questioned. It's my name that goes into the paper. When I am screaming this workload is too much, it's not okay to receive 9 cases at once, it feels like what we are

doing is unethical. Do I continue to represent a Department that feels like it is unethical? I don't think I can do that this time. It feels like I might not have opportunities because I am leaving.

[name redacted] 2/2/2022

## Exit Interview

### 1. In regards to your experience at OCFS what did you see as done well?

I feel like there has been a lot of, we are set up with great resources in the community. OCFS has done a good job building those resources and relationships. Clinical Supports were amazing, I used our Clinical Support, a lot. I tried the group in the beginning, it felt like we are all saying the same thing, so the group was frustrating. So, I tended to do individual sessions, it gave me an opportunity to process some of cases.

### 2. If you were going to suggest improvements, what would you suggest?

I think the decision making probably, for me was a struggle. It felt like, as an agency, we were more reactive than responsive. It didn't feel like there was a lot planning put into some of the decisions. Right before vacation I was working on getting a child's placement change as the RP was struggling. While I was on vacation the Department decided to keep the kids in their kinship placement. All that time I was working on placement felt wasted. When a family goes over your head to Central Office, they don't look at why you made the decisions. As a caseworker you already feel like you are doing a horrible the job, the way people treat you. To have your own agency do that feels very undermining. For me that was one more thing. *When you say, you feel like you are doing a horrible job-tell me more?* I had worked in CPS in another state and I was so surprised how other professionals treat us, like we are stupid. I have had AAG's be very unprofessional forwarding my emails, not following up at court with things that were said that we not true. AAG said judge would be mad. It's very tough. A lot of our GALs will sit in FTMs and tell parents our Resource homes are not what they should be. How does a parent feel any confidence in the resource home if the AAG or GALs don't? We talked about it recently with the PA and APA. We came with a list with things that make our jobs difficult. We deal with 4 different AAGs with 4 different styles. It's important for them to remember we are also professionals; they often talk down to us. We get that from parents, but not from other professionals. The PA and APA seemed surprised- which surprised me. They felt they could address that pretty quickly.

### 3. What was your experience like with supervision?

My supervisor was new and I was struggling very badly and I requested to move to another supervisor. With my first supervisor, it felt like an experiment that went awry. She came on during Covid, she was new to our office, she was not in the office a lot in the beginning. She was not familiar with processes for Permanency. I think she tried, but I don't think she was set up for success. It didn't feel like things were changing. I felt that I did a good job advocating for myself, I felt that I stepped way outside my comfort zone asking for help in this job. *What was different with your second supervisor?* She had more knowledge; she's been a caseworker and worked there forever. She is in the office all the time so there is a line in the office so it's hard to meet with her. Everybody would go to her. It's hard to be in her unit and not get that face time with her. I don't think enough importance was placed with face to face supervision. With the new supervisor I would only get an hour a week and that was not always

consistent. My current supervisor allots 2 hours a week, she did her best, but she did not get it. Importance is paramount. *Any training, professional development?* Not usually. There was a lot going on when I transferred to her unit. I asked to go in July, fully transferred in October. I continued to get buried in that time frame. *What were the new supervisor's thoughts about your request for transferring?* I felt I was reactive with her sometimes, I really struggled with my relationship with her. There were lots of things she didn't understand or didn't know. I feel that she tried, she did unit check ins, it didn't feel like her style. I can't imagine what it felt like for her to have a new unit-I didn't feel it was her fault, I feel she tried. It didn't feel she was getting the support she needed. She didn't say that but it felt that way. It felt like I wanted to do the job more than they wanted me to do the job. Every day, in every platform people are begging for help-all the hotel shifts, all the overtime. I hear it every day, everyone asking for help and it's hard to watch people leaving, so defeating.

**4. What would you recommend to a New Worker coming into this position?**

Have lots of grace with yourself. Sort of telling them, people aren't happy that they are in our lives. They have to work through that, I have worked with some amazing families there and that's what kept me coming back. If we had more time to work the case in the beginning, we would not end up where we do. Having that conversation with new people-put the effort into your service cases to avoid kids coming into custody.

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention what would you tell them they need to do to retain their workers?**

We need better thought out agency contracts. Losing HCI and moving to Community Care was not thought out well, we lost lots of visit time. We have had to take on transportation and supervising visits. You already have so little time and these other pieces make you lose more.

Be creative, because of the amount and distant we have to cover, mapping out and being intentional in how you line up your families. If you don't set yourself up for success in the beginning then you get buried very quickly. In Maine, there is a lot of back yard travel that I am not used to, narrow roads, dark at night. I am from Denver.

**6. Anything more I could do in the hiring process?**

I did not realize how much legal was involved in this position. It is a very administrative heavy job, not much opportunity to do social work. It's super intimidating to write a petition. Our AAGs have very specific expectations. One case got such horrible feedback on a TPR that it is still on hold, and we are not trained on. One of my co-workers had 6 to do, and she was so intimidated by that so she just has struggled to get those done. It's not even discussed at Foundations. When I did this job in North Carolina, we were not solely responsible for that process. And you have four different AAGS with 4 different expectations of how they should be addressed. Feels like you are being shamed. Court is stressful for people. We are going to court about every 3 months. Your summaries have to get in.

I have been amazed at the quality of new hires, and I am shocked and saddened when we lose them. The work/home life balance is impacting people. I was doing a lot of overtime, and even when you tell me

that I am going to have overtime, you don't know how many shifts it will actually mean a month. We can't do all that overtime, it's not sustainable.

I don't have any current plans, my therapist told me I needed to be done with this job as it was causing me so much stress. I am taking some time away to help heal myself. I really wanted to do this job so it's very hard to step away.

[name redacted] 11/29/22

## Exit Interview

**1. In regards to your experience at OCFS what did you see as done well?**

We really have a continuous need for improvement, and that is always recognized by leadership. I have found there is a willingness to listen to that feedback. Supervisors, PA, there is approachability. That has been excellent. People have a similar skill set. You are not shut down. I really appreciated that we listen to each other. Always looking to tinker.

**2. If you were going to suggest improvements, what would you suggest?**

I guess big picture, I feel like the track for promotion is long, longer than other offices. I don't want to leave, I hate to leave, but there is not as much opportunity. You have to be here for so many years with your LSW before you can promote. There is no real mid-level opportunity. That is a drawback. I didn't expect that at first, but getting into a supervisor role takes a while.

**3. What was your experience like with supervision?**

When I started I had a different supervisor. He is how I ended up in OCFS. Then I moved to another supervisor when she had an opening in the adolescent/V9. Currently with I am with a different supervisor. I am thinking in assessment it was more imperative to meet with supervisor bi-weekly. In Permanency less of an issue if we missed a supervision. Supervision needs to be a requirement and priority. Especially because we are trying to move families. We get bogged down for years. If the supervisor is not up to date, and then a caseworker leaves, and no one is up to date on what is happening with the family.

**4. What would you recommend to a New Worker coming into this position?**

I have taken on some new workers, the day to day stuff. I always try to make sure they get their personal stuff done. You get onboarded so fast, things don't get explained. I am part of the Union and I try to make sure new workers know about that information. New workers need that expectation, you need that grace period. You will start getting cases moved to you quickly. There is no break in period. Newer people do not know what they are getting into, it's a catch 22.

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention what would you tell them they need to do to retain their workers?**

I think it, I wouldn't be critical of a single supervisor. How to lead the people, it shouldn't be because I have been here for 20 years. There needs to be more focus on how to manage and lead people. There are some supervisors who are out consistently. There needs to be more focus on supervisors in the

office, more hands on, more training. Let's learn how to interact with people, deal with these difficult people. Let's do a better job focusing on developing leader.

**6. Anything more I could do in the hiring process?**

Nothing stands out. I feel like the people we are hiring are all excellent. I think you do a good job spelling out what the job entails. Overall, you need to know, this is more of a lifestyle than a job. You have to be committed to the work. Sometimes people rarely will say they weren't aware of the job expectations. My Foundations group did a yearly check in. The Foundations trainer would check in by email. They have done a good job, new worker groups, support groups. Allows people to vent. I can't come up with anything to improve recruitment.

[name redacted] 1/19/2022

**Exit Interview**

**1. In regards to your experience at OCFS what did you see as done well?**

Overall, all the workers support each other and step up as a team. All the supervisors are super supportive and try to help each other. If someone is having a bad day, they try to help. On rough days supervisors will try to pick up moral. When our other PA and APA were here, their communication was awesome, they made things happen. We felt listened to. Tough decisions were made, but they would include the supervisor and caseworker. I have been here pre and post Covid, things were definitely different. Once Covid hit, and people got sent home, the support was not the same.

**2. If you were going to suggest improvements, what would you suggest?**

In person learning and online learning are so different. I am glad I didn't start here in Covid, you can't learn online and then go in the field and do it. There is not the opportunity for shadowing. In this office there are more new people than seasoned. That is difficult, just walking around the office. There are a lot of new workers, people don't know what they are doing, they are thrown in the field quickly, their cases go up quickly. I started in Permanency, and I was there 6 months. I moved to Adoption under my supervisor. They were looking at Foundations and it was starting to change. I had been in the mental health field, training helped tweaking my brain from case management to a child protective lens. When I came out of Foundations, my supervisor continued to train me. I got my cases more slowly-my supervisor did not overwhelm his workers, anyone who had him. Now it is piled on. This job takes someone out of their comfort level.

I think it is more about the schedule, they need to get rid of CES. I know this is talked about a lot, they made some changes, but not enough. They are on CES, if something happens, we don't carry that case, but a regular CPS worker is getting nailed. CES, the schedule, you could work at 8am on a Monday morning, start CES at 5pm be up all night and then have to work the next day. And we can't flex it. Most people won't be up all night and then take the day off because they lose that overtime.

The mandatory overtime is an issue. If you volunteer you can control it a bit but doesn't always work out that way. That piece does not have a solution. CES unit. Make it a second and third shift kind of rotation. Not carrying cases from CES anymore. They could also pick up on the hotels and the overtime in the ER.



The contracts have been helping with the hotels have been amazing. Knowing that, if CES unit has a hole in it, we could pick up on some. The other thing with CES. I am an adoption worker, I don't do assessments all the time, I am not comfortable on it, the anxiety is so much. Thankfully I have not had a whole lot I have had to do. They changed it, I had to pick a weekend. I am gone so that is irrelevant, that is an issue. I don't know how single parents with little kids manage this job. It is so hard to juggle all the ins and outs of that job.

**3. What was your experience like with supervision?**

I had my supervisor for six months. Since then I have had the adoption supervisor and he has been amazing. He is always positive, he is always in control, he doesn't react. He doesn't complain, ever. He gives lots of positive feedback and he lets you do your job. He respects your decisions; he will discuss decisions if needed, but he lets you do his job. He is very supportive. My resignation has nothing to do with my supervisor or any supervisor in this office. I love the adoption job but it is the schedule. I will have a hard time letting go of this job, I am invested in my families. I just can't do CES and the families.

When I made this decision, another job came along there is no travel, no overtime, no CES. I had to weigh out the pros and cons and the pros outweigh the cons. If things change with CES, I am risking that I can't do adoption. It's definitely a risk I am willing to take.

**4. What would you recommend to a New Worker coming into this position?**

Pick every shadowing you can, educate yourself, talk to people and find a way to keep yourself organized. Shut your phone off so you don't get sucked in. Know your boundaries. Be careful of vicarious trauma, be aware of all these things and what you are facing. Understand your comfort level. My comfort level is going on CES with police. I grew up with an abusive brother. Be vocal but face it. Those kinds of things, the work is tough. This is not an entry level job. Case Management is an entry level job. Social Work/CPS is not entry level.

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention what would you tell them they need to do to retain their workers?**

So, CES, schedule stuff and stop micro-managing those in the District. In the last 8 months we feel more micro-managed by the higher ups. It used to be that caseworkers and supervisors worked through an issue, now it feels like they need to get the okay from those above them. There were meetings about a home I was working with, caseworkers were not involved in those meetings. That was like the final straw for me. Foster parents have a tough job and they are under the radar more than biological parents. Seems like a waste of resources. What can the social worker address. What do you need the worker/CPS to address? This can hold up Permanency/Adoption for kids. Other situations, I would be on call for a day, during the day, then a supervisor would ask me to respond to a supervisor. Then someone above the supervisor and they are giving more tasks for the caseworker to do. Things need to be looked at a District level.

**6. Anything more I could do in the hiring process?**

I think the panel interview is good, but being very transparent, how would you handle this. The check ins are great, but if they don't tell you what they need, they need to vocalize to their concerns. Maybe using some serious scenarios, a dead baby, cockroaches walking up the wall, stepping on bedbugs.

[name redacted] **March 21, 2022**

**Exit Interview**

**1. In regards to your experience at OCFS what did you see as done well?**

There have been times, throughout my career there, there was positive feedback and it was good for the staff to hear that. My personal experience, opportunities to broaden my knowledge. I have been involved with policy writing, the Katahdin project for a year and a half. Those things are great when offered to staff. Total time over, 20 years, including internship. Been a lot of years, I have been there so long. There was a time, early in my career, with former PA when it was a more supportive environment. It was positive, not just negative, negative. That's not happening now consistently-might be for a day. Nothing that stayed or lingered. When we lost those supervisors, it was gone. I worked there with other people, long like myself. It was a totally different feel. *What made that change?* This is my theory-it's a generational thing. The supervisors that were there, were different-they were raised different, they had different style. Back then, I never felt that anyone was presenting themselves as better than me. The management that is there now-they are "better" than me. I would give you an example-we would have an emergency day-when a supervisor approaches you-waves a piece of paper and says ha, ha, guess where you are going-at 4:45. *Does anyone call them on that?* Nope, it resonates with all the management. Let me explain, I have not been in that office since the virus, and I have been doing Katahdin for the last year and a half. The friends who are there say it is the same. *Did it change with the new PA and APA?* They were not in the office to curb any behavior they would see. I have communicated with the APA-he is positive, upbeat, never had a concern. If he was in person, there would have been a change. I am super excited that the new PA has promoted, I know she has seen that dynamic. The new PA will be a big support of change. She lived in that environment-she knows. *Would you be comfortable with me contacting the new PA?* I love the new PA, but I fear backlash.

**2. If you were going to suggest improvements, what would you suggest?**

More consistency in the positive feedback. That should be there in general-every day. Only hearing it once in a while. I know that, being in the field as long as I was, nice to hear the positive. Have a supportive environment. Having workers feel safe, in their ability to communicate with supervisors. Those would be big areas.

**3. What was your experience like with supervision?**

My first supervisor was awesome. He taught me how to do this job-he gave me the knowledge; he took the time. I have had other supervisors, different. Some who spoke in a more supportive way. That was good. Some supervisors that were who they were-I often questioned how they got their job. When they asked me how to do something I worried.

**4. What would you recommend to a New Worker coming into this position?**

I would recommend they make a concerted effort they learn everything outside of New Worker training. Know policy, know the law. They will be more functional in the job. They will be better off and have the self-motivation-to do the job to the best of their ability. Things are simple stay on top of everything, be one step ahead of the expectation. Be prepared. Do what you need. Don't be socializing-you need to type. Then I am being told, you are not social enough.

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention what would you tell them they need to do to retain their workers?**

I think one of the important things, they need to take a hard look at supervisors. I mean like a really hard look-see what is happening. There is a reason why there is turnover. A lot of it has to do with the lack of support, or just the dynamics. I think that is really important. There is a lot of nepotism. If you work your butt off, and you get your work done, why don't you promote those people. You really don't have a lot of confidence you will get anywhere. When supervisors make you feel you won't be more than a caseworker. I was told, why do you bother interviewing, you won't be hired. *Did they say why?* I was not part of the "it" crowd. That was hard to hear. I was proud that I was meeting expectations-35-time frames-year after year. But the person who got the promotion would say the 35 days was arbitrary. I was like what? I kept doing it and drove myself into the ground-it didn't matter. The thing is, I have been around for a long time. I can't say that is true statewide. There has been, for many years, a very safe, unhealthy work environment. *What do you mean by that?* Unhealthy-I can give you an example of unhealthy. There was stuff that happened outside-children died. We were getting 5 investigations a week. The feedback we got was "you're replaceable, go ahead and leave". How about say-you have been working so hard-why not, that. Like that supervisor saying-ha, ha-guess where you are going. Supervisors were like-I am going to get my hair done, go to lunch, and the gym-call me if you need me. I haven't taken lunch in 10 years. You just have to accept it and roll with it, that should not be the way it is. It floors me that the generation of supervisors that are in there now-why are staff leaving-because they don't have the old school supervisors with that support that you feel safe with. I felt that my first supervisor would be there-we were a team-we were together. Never felt it when my supervisor was there and that group left.

**6. Anything more I could do in the hiring process?**

I think being positive is good. Remind them they will need some life experiences. If they don't have a lot, they won't last a long time. Clients are pretty savvy-you have no life experience-they have to pull from every life experience and not be traumatized by it. When you deal with some not so nice clients-no one going to support you back at the office. If someone is screaming in your face, you will need someone-they need to understand. I can't say that my office has been that supportive. More like, I don't think it is supportive. I got more support from peers.

Short amount of time I knew of a New Worker group, it only lasted a year. They do have the Clinical Support in the office. I didn't deal with that. What I was hearing from the other workers-it was there for the workers; it was there how to deal with a case. I still get the invites-let's do a meditation group. She

does have a good turnout and there is a group that takes advantage of that. Probably the same people who do the Morale Pals in this office.

I was getting anxious about going back into the field. Hoteling, ER, standby-I was panicked. That should tell you something. Getting this new job is such a relief.

[name redacted] 6/24/22

## Exit Interview

### 1. In regards to your experience at OCFS what did you see as done well?

6 and a half years ago when I started, the morale was a lot better. There was a lot of teamwork. Everyone drops everything and helps out. It's just that there is so much that people are having to do it over and over. I have always have had great relationships, the people are definitely a positive.

### 2. If you were going to suggest improvements, what would you suggest?

Morale has dropped. The pandemic did not help for new workers, especially for supervision. Morale is impacting workload. Our office has been short-staffed for some time. I was the Placement Coordinator. Towards the end, I took maternity leave, and I started getting assigned assessments. My job responsibilities didn't change but I still needed to do assessments. This was becoming a regular occurrence. One moment I am making calls about this assessment, then I am making calls about a kid who needs a placement. My supervisor is the Resource Supervisor when Katahdin came out, my supervisor couldn't approve my assessments. No one wanted my position. The person who took my position had gotten 8 assessments in one week. I believe the decision was made by the PA/APA who decided that I was going to get the assessments. This happened to two of my other co-workers-V9 and Youth Transition. I am not trying to complain-I know agency need dictates this but it's not what I do every day. We never discussed how long this would go on.

### 3. What was your experience like with supervision?

I had several different supervisors over the years I have been here. I have worked for mu current supervisor for 3 years. I don't remember the last time I had formal supervision. I got a lot of on the fly supervision, my supervisor is very approachable and accessible. I think my other supervisors were more consistent and big on supervision. It never happened every week. It was most formal was with one particular supervisor but the work was at a different pace.

### 4. What would you recommend to a New Worker coming into this position?

It's so bad-I don't even know what I could tell someone to make it better. How do you help someone reduce their case load. They need more time to do their narratives. Shut their phone off at 5. Don't check on the weekend.

CES lines, I think everyone, we have gotten all these lines, and they are not getting filled and people are leaving shortly after. We can't even hire staff to stay on. I think if people are hired, and it works. It will be relief. Even looking at hiring for CES, we think there will be a need for backup. Mandatory overtime is so frequent. One more thing to add, when the contract agency was doing ER and hoteling. I remember

when Dr. Landry first came on and he was going to contract with the agency for the ER and the hotel. It's just, staff has heard the problem will be fixed. This relief we were given will be taken away. We are worried about hiring.

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention what would you tell them they need to do to retain their workers?**

I think about the money. When we got the raises, something had to give, and that did. I started this job fresh out of college, but the money did not make me stay. It was for me, that bad that I didn't care about the money anymore. I feel like I am complaining but you can't stop people from abusing their children, that won't stop. On any given single day, you don't know if you will be there past 5. Even working in a hospital, you know it will end. We are mandated to work at nights, weekends, holidays. You can't count on anything.

**6. Anything more I could do in the hiring process?**

I wish I had some more ideas for recruitment and retention. I think of this job, I can't think of another job I could have done where I make more money. There's not a lot you can do with a Psych degree, or an LSW.

[name redacted] 7/7/2023

**Exit Interview**

**1. In regard to your experience at OCFS what did you see as done well?**

**2. If you were going to suggest improvements, what would you suggest?**

**3. What was your experience like with supervision?**

I worked for one supervisor in Permanency. I didn't appreciate her enough. She trained me well. Like everyone, she is a little burned out. I think my supervisor has the potential; she has been knowledgeable. I appreciate her perspective on cases.

I think this office, a new supervisor, she is very nice, very supportive but has not done this work for a while. She has potential. Why didn't anyone from within apply. One particular supervisor was amazing- the best supervisor I had. She set high standards, new policy, expected us to hit the expectations. I had regular supervision with her, she knew my cases. And she communicates.

*The not good supervisors, what's being done about that?* It's being tolerated. They have the supervisors who have the caseworkers who call out every week. I feel like the bosses are very reactive- they deal with whatever is happening in the moment. Everything feels like an emergency. We have complained about a long time it was too late.

The PA and APA not always available. The PA is very remote-she seems to have favorites. I have noticed in the past month-she has been more approachable. It's too bad, she has some knowledge, but her personality is not helpful. It's probably not her fault. Our Program Admins keep changing.

**4. What would you recommend to a New Worker coming into this position?**

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention, what would you tell them they need to do to retain their workers?**

I responded to one of the Commissioner's emails and I got nothing. I sent a message to Dr. Landry; he sent me back a ridiculous letter. He didn't take any of my concerns seriously. I met with APA and PA to talk about my concerns. It feels like there is no power to make a stand. We should have all taken a stand-we need our cases screened better-no more truancy, custody, lice.

**6. Anything more I could do in the hiring process?**

Our District has some challenges that are indicative of that office. Supervisors have unrealistic expectations for our workers, despite being down 30 workers. The forced overtime is out of control. That is what burnt me out. The Supervisors don't understand why we can't accommodate these requests. I am seeing this on a drastic level that work/life balance and workload. I am heartbroken to leave but I can no longer pretend to do a job that we are not doing correctly. Our staff are constantly changing. No one understands the history here, our office being closed for 3 months was not helpful. We should promote more from within-instead from other offices. When they are putting on a Teams thing-can someone pick up a child. We get messages like that, and then if we don't get someone, it gets a forced report. The foster parents seem like they have taken over this office. The supervisors are done at 5pm. I know the APA and PA have met with all the units. And caseworkers said there was poor communication in this office. Their solution was to send out a newsletter. Why don't we have any case aides, where are the people.

It's a management issue in this office. The supervisors no longer understanding what they are asking us to go. 20% of the supervisors are good, but they are not good training, onboarding, etc. Until this office becomes better managed, I don't see this changing. Katahdin was supposed to be a time saver. Everyone knows that Katahdin is not user friendly; can't see the same amount of cases.

Overtime, Katahdin, and Supervisors not getting it. I would be able to stay here if someone would take care of some of these things. Everything is an emergency.

The only thing I think you can do is to report back to upper management what the issues are. Everyone I speak to in this office is concerned about the supervisors. I think the supervisors get it, but they are not taking the steps to show they are pushing back at all. They say they get it. If they all got together and said no to some things. The fear is that we will lose all our foster parents, well, you lost all your caseworkers.

**1. In regard to your experience at OCFS what did you see as done well?**

There are definitely, I have definitely learned a lot-huge learning experience. This job is full of some little wins. It's hard to see the bigger picture, especially when it takes a long time for it to come through. I met a lot of really good people; I have learned a lot of things-that advanced my knowledge. I learned a lot.

**2. If you were going to suggest improvements, what would you suggest?**

There is definitely the documentation piece was one of the hardest things for me. There used to be people to do Discovery and request records, but that slipped through the cracks. People with better organization skills might be better. I slipped on seeing every child and every parent, there's too much. Everyone knows that, and I am not making it better by leaving. In general, the community inside the office, speaking for our office, it was kind of almost cliky. It was very much, the people who are there are there, and they have their friends. They say that every new person that comes, you won't stay long-you have to fight to learn their respect. By the time I felt accepted and wanted was a field day-all have their things to do. Not lots of communication. My supervisor will say to ask your peers, but they are all busy. There are some people who are welcoming but there are others who just don't give you the time of day. I have spoken to the APA about it. It might just be me; I have a hard time inserting myself in places I don't feel welcomed into. I like to have an invitation and feeling welcomed, but if you look down on me, I have talked to other people and they feel the same. A lot of the newer people did leave, some of the newer people did come to me-they feel so alone-which is crazy there are so many people in the office. I had to move my desk a couple of times-but I felt like I could not turn around and ask a question. I definitely had my go to people-some people would "give you the look"-I am too busy for this. If you are already giving people they aren't going to last very long. I overheard a couple of people talking, one of the first things I heard was "I don't know where they are getting all these new people, I had to go through this, and this". People go to lunch in their groups or making plans in front of other people. These people who have been there for a while don't expect people to stay and they make it so people don't want to stay. It's very frustrating because I feel like I had to prove to people I wanted to be there.

**3. What was your experience like with supervision?**

I have always had the same supervisor. It has been very frustrating for me. I spoke to the APA about this. He and I considered changing supervisors, he thought she was not the right fit for me. Our supervision happened weekly for about an hour. Every single time someone would walk in and start talking to her and they would go on for 15-20 minutes. It was like there problem is more intense than yours-but I felt like I was not the priority. I felt that there are the little wins, but they weren't celebrated, they weren't acknowledged. It was like well, yes, you did this, but you didn't do this and you didn't do that. Every time I left supervision I felt like a failure. It was always a laundry list of things that I did not do. It was never that I got any notes, I took my own list of to-dos. Here is a list of things that are things you need to do. I told my supervisor and the APA that I felt I needed more support on these things-writing my own TPR. She just said, you need to write this TPR-can you help me, can you give me an example, can we do it together so I can do it going forward. How do I do it correctly, the first time? It never happened. There was a point where I asked her, could I do a check in on Friday mornings-she said yes. That happened one week and then never again. There have been multiple times she has cancelled it and it didn't get re-

scheduled. I walk into her office to ask a question and I feel like a burden. Not very welcoming. I did go to other supervisors when she just didn't want to hear from me. Hard to get a hold of, hard to contact her, call her no answer. She was not in the office; she didn't check up on me. It would be nice to check in and say, hey, how's it going. The APA and I did talk about it and trying to find another supervisor with a different style. She was not organized. I feel terrible and guilty for leaving this job but I feel like I have done everything I could.

**4. What would you recommend to a New Worker coming into this position?**

I think it takes a certain person, with a certain mindset. I am not organized enough-it needs to be someone who is good at compartmentalizing. I take everything to heart-my cases are my people-I want to do everything I can to help them and I am up half the night thinking about how to help them. But often there are not the resources available or the parents don't do what they need to do. I have a hard time separating myself from those outcomes. I think there are people who need to be kind but can set hard boundaries. I am kind, but I found out I am too kind and people will take advantage of you. The person who is right for this job is mentally stable to take this job. I think at 23, and right out of college, I am not confident in saying this is me, this is what I can do. You need a good support around you-supervision, in your own head, time to relax for the night-it's hard to do this job. I think it is a strength to be kind, but you also need to know how to set boundaries. I got emotionally invested with the people who I thought had a chance and probably neglected the ones who I didn't feel were working as hard. I spent a lot of time actively trying to help those people, driving their kids to visits, driving the parents to their appointments and neglecting other things like documentation I had to do.

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention, what would you tell them they need to do to retain their workers?**

Honestly, I think it would benefit to, kind of connect the supervisor and a new worker, the connection is so crucial. Building that relationship and helping their learning style and supervisory style mesh. I spent a lot of time thinking about my working/learning still and how to make it mesh with my supervisor. I think matching workers and supervisors to learning/supervision still versus the supervisors needing to fill their unit. Peer relationships are important and my supervisor said she was going to do something to build on that and it doesn't happen. I think that training is very hard for this job. There are so many things that go into it. But I think the training we did for this job "gave me nothing". It didn't parallel to anything I did. Slide show after slide show-content of it, I learned more by job shadowing was much more informational than the training. It was very broken up. It was hard to get into the job and understand what you were doing by sitting behind a screen (*training during Covid-all online*). I already knew a lot of the information about child abuse and I knew I wanted to do the job-the job shadowing was more informative. There was not enough specifics-how to write a TPR, how to refer someone for services, this is how you deal with someone with difficult situations. I had to deal with a woman who was in a DV relationship-I had never done that kind of work before. I just didn't know how to handle someone in that kind of relationship, or someone who is using drugs. The logistics would have been more helpful than these are the facts. And the people who were training that-I know they had been supervisors but having people in the job would be great. Someone who could give us tips-how to talk to an attorney-how to do a referral.



**6. Anything more I could do in the hiring process?**

That's a hard question. I think that I knew what I was getting into-maybe not the extent. I didn't know the impact on my own mental health this job would have. They do talk about self-care but half the people in my office don't take their lunches. I don't think you know how much this will impact your own mental health. I didn't struggle with the overtime at all; I do know there was one time I was on CES I didn't get called. I know there was a situation with a two-year-old drowning that I didn't get called in on- and I thought, I don't know how I would have handled that. You hear these horror stories that other people walk in on and I don't know how these people handle it. Just within this conversation I have had three emails about the need for ER coverage. I rarely had the energy to volunteer for extra standby. I have family and friends and other things that I want to uphold. I think you were very clear in the interview this was a very serious job. I think maybe more of an emphasis on how much court is involved in this job-the work with attorneys and getting ready for court. The work is never done-unless you are able to leave it at work and you aren't constantly worried-waiting for a call for the hospital. It's a lot of hats. You are the villain, and you have to accept it. You are immediately the villain but you are also the hero, you are the counselor, you are a teacher, you are a babysitter, you are a taxi, there are so many hats. Just the emphasis this is not one job-it's multiple jobs. It's in some ways fun-you are doing something different every day-but it's also scary. I had a client die. I have been on worker's comp because I fell down a client's stairs and got a concussion. I can only work 4 hours a day. My supervisor is asking when I am coming back, so I don't even have time to heal myself. I am not sure what I am going to be doing now. I feel like my confidence has been shattered, and I was always I confidant person, but you feel like a constant failure in this job because you can't get it all done. I think my next job is going to be something fun where I can de-stress from this job. I am thinking about all kinds of different things but I need to relax and feel like myself again. The people I love have seen the changes in me-when I told my Mom I was thinking of leaving this job she said, "oh thank God". She saw how badly it was affecting me- this job has taken a huge toll on me. I don't blame anyone; I would like to think I could come back-but this is not something I can do right now. I need something that will build me up and not break me down-I want a job that will make a difference, and this job allows you to do that, but not enough that keeps me here and those weren't celebrated with me. I just want to be done. I will be sad to say goodbye to my families.

[name redacted] 3/31/2023

**Exit Interview**

**1. In regard to your experience at OCFS what did you see as done well?**

I think, especially, my first time in Investigations, but even recently, the first couple of years, pre-Covid, I think staff retention was better. We have always had turnover. It feels like people stuck around longer. We recently have had stalwarts leave. We have higher number of new workers than we have previously and they seem to stay a shorter period of time. I am not sure if it is due to Covid, working remotely. It's almost like a snowball effect. It feels like everything is on the move. Maybe the negative news. People who were here for a long time, then they start leaving, and then it cascades. Part of that, maybe perspectives-new graduates may have a different perspective on the world and work. People are feeling

overwhelmed during the uncertainty of the job-they could end up working time they could not have predicted. We have two dedicated CES workers-that seems to help. Newer workers seem they are still picking up a comparable number of shifts. If we were fully staffed, it would probably look different. It's a good idea. I have heard a few people who went to work in New Hampshire-after hours work does not happen, or it's completely voluntarily. It would go a long way towards managing people's anxiety. I have done this work for a long time and I have a comfort with it, but I have a new family and they are getting a lot of hours-and that still triggers my anxiety. If you have multiple cases like that, you are going to struggle with that. Right now, our cases are way over what we were typically doing in the past. The caseloads are not sustainable. And I find myself having to prioritize the important things and ignoring other things that should be also done. It's worse. It's a cumulative-Covid, housing, senior staff impacting-and then leaving, then that cascade. There is no reprieve. Higher and higher caseloads, and no end in sight. I feel defeated when I cannot meet the needs of the kids on your caseload. It's not why I am leaving; I am moving overseas which is why I am leaving. But with the way things are going, if it didn't improve, I probably would be looking for another position.

**2. If you were going to suggest improvements, what would you suggest?**

**3. What was your experience like with supervision?**

In Investigations, I was under a different supervisor during my first go round with the Department. I still feel like I worked under this supervisor as my brief stint as a Temp Comp supervisor. I have had positive experiences with the PA-she can be creative in problem solving. She follows policy but she will work with you with whatever you need. She will find time to talk. My current supervisor has been my supervisor the rest of the time. I have enjoyed and appreciated my supervisor. She really worries about kids and outcomes, and we are always working collaboratively to work things out for kids. We can't always tick every box. She is not punitive-she will work with you and is willing to support you. I can't say enough good things about my supervisor she is not the reason I am leaving. She is consistent with supervision; she sticks to her scheduled time. It's a helpful time-she is available and does a good job. Supervision has always been good from my end-I am guided toward the resource or the policy.

My experience as a supervisor was a mixture of things during my Temp period. I know how to do all the work. But I struggled, I went into an Investigations role and I had not been in that role for a while. What needs to be in the system, tracking, knowing that piece in Katahdin. I know how to do an investigation, how to do a forensic interview. People were understaffed, overworked. The new caseworkers I was working with were brand new workers, getting 3-4 cases a week. They are still trying to figure out what was going on. I was concerned about the impact to child safety-I was carrying 9 adoption cases myself. I didn't want the adoption team to be overwhelmed. It became untenable. I was trying to learn this role and still do my own work. The team tried to support me and they were all great. They very much tried to help me. They were wonderful, but it was overwhelming and I felt it impacting my mental health and my worry about it impacting child safety. Supervisors are in the office, in front of the screen. I preferred the variety of being out and doing a lot of different stuff. I really enjoyed the actual supervision piece, and what we could do to engage with families. I liked coaching. I didn't feel I could keep up with the nature of the work. You are guiding other people and you are responsible for other people and they are doing what you ask them to do and they are doing the right way. I appreciated the opportunity. Had I had

more of a chance to learn more; it might have been a different experience. I quickly found myself hitting a wall. All the credit to [name redacted] -she was super supportive.

**4. What would you recommend to a New Worker coming into this position?**

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention, what would you tell them they need to do to retain their workers?**

I think, I don't know what the pieces are that make up the solution. I have heard through the grapevine that New Hampshire is like-these are your hours-they don't do after hours shifts. They don't do after hours; they don't do ER shifts. All that stuff is bad for morale. Even as a senior worker the panic sets in, something is going to pop up and interfere with something I have scheduled after hours. The uncertainty if you have to work late. They have taken some steps to mitigate that with CES and that is awesome. Pay, such a basic thing, it's definitely more competitive but I don't think it is commiserated with what you are exposed to. Secondary trauma is huge; you are impacted by this stuff for the rest of your life. Staff retention-pay more commiserate, bring people in, and keep them on board. People are overwhelmed right now and it's as bad as it's ever been. It's constantly fighting the tide. Cases getting switched over-they don't get their bearing so they leave and then the family feels overwhelmed. It's keeping staff on-pay, hours, benefits. What else can be done. Work/life balance has always been the biggest thing-people allowed to have a real life outside the work.

*Clinical Supports-any benefit?* Some people seem to like that, but I have never seen that group check in format. I have never felt I would benefit from it. I think some people like it. I feel like I get that piece to talk to my co-workers. Understanding you are not alone. It goes deeper than that. I know some people have their own therapist. It's nice that it is offered, I don't know how far it goes. And we are so busy-I can't find the time as something I can't do.

**6. Anything more I could do in the hiring process?**

I come to the training and description of job piece. I think more often than not people have a very vague job understanding until they are in it. I think Foundations did not provide people with a clear understanding of the work. I did it twice, when I came back it was better, but still felt very remedial and not speaking to what happens in that job. Not sure if that can be fixed. Things that need to be streamlined, more field days, less classroom time. It is difficult work; you are in their homes, and you are in their lives, and you will carry that with you and it takes a toll. It takes a certain personality type. With our staffing issues, it makes me think when I was first hired, I was able to slow roll into my role. I got on case and was able to do it front to back. When I was supervising, I got a brand-new caseworker who got two assessments the first week and three her second. Kudos to her she is still there.

**1. In regard to your experience at OCFS what did you see as done well?**

I definitely think the internship was very helpful. It gave me an idea of the day to day. I had amazing co-workers who were really helpful, teaching me things, that general support. That part of it went really well. I couldn't have done it without my co-workers.

**2. If you were going to suggest improvements, what would you suggest?**

One of the biggest things-Foundations doesn't teach you how to do any of the things you are expected to do on a daily basis. You get the broad information about policy. But no one walks through and teaches you how to do things. It didn't go too poorly for me-but for people who are new to this. You get through the training and you have no idea what to do when you come back and have cases. If there was a supervisor in the office who was designated to train you.

**3. What was your experience like with supervision?**

I did have great support from my supervisors, but the support from other supervisors and upper management is not good. We felt like we were set up to fail. Setting us up for all these after hours shifts with kids with special needs, and we don't know much about these children. None of the Foundations training has anything about managing kids' behaviors, particularly children with very special needs. You have kids assaulting caseworkers while they are in hotels and supervisors have no advice. You are administering medications with no training. If you were screwing that up you would be blamed for it.

*What about the PA and APA? They would send out the monthly updates-reports of what you need to do-deadlines, loose ends for AFCARs. Generally, they were not involved one on one with caseworkers. Maybe a TDM. The PA had to deal with one of the kids we were dealing with for months, the child would be escalating for hours. The PA came out of dealing with this child and said, "I am never doing that again". That was hard to hear when we had been dealing with that for months. One time I signed up for hoteling and I was never told what hotel or room. It's not a great feeling-that you have to wake up in the middle of the night and you don't know where you are going. They have been hoteling this same child for months. They are working on getting her back into a residential facility-there are no foster homes willing to provide respite. Even a therapeutic foster family is not willing to take her. They are trying to find a place that will take her.*

**4. What would you recommend to a New Worker coming into this position?**

Not a whole lot of talking to new workers, not for a while. More recently they got some new people-brief conversations. The best advice I got, sign up for overtime at times that work for you. That was helpful for me in staying on top of the overtime. When they send out the signup sheets you can volunteer for it but you can get bumped. You can sign up for it, but you could get bumped. It depends on what shift you get signed for. I would always do the 1am to 5am shift which avoided getting bumped.

**5. If you could talk to Dr. Landry and Bobbi Johnson about retention, what would you tell them they need to do to retain their workers?**

I think the biggest thing would be for them to be, a little more involved on a more legitimate level. They would come to D3 for about an hour a year, talking to all of us in a conference room. Dr. Landry giving us

the updates on the Legislature. He is telling us we have a 15% vacancy rate, which we know is not true for us. If he spent just an hour in our office, he would see what was really happening. Most of my co-workers are crying, on the verge of a breakdown. It's hard to listen to what he has to say, everything is getting worse. But just to feel like they care about our well-being. The general consensus is that we didn't feel that way. My co-worker had been there for over 5 years. Neither the PA or the APA said anything to her about leaving. No thanking her for the time she put in. It's a job that is your whole life. She was disheartened for that. To feel like other people didn't feel like it matter-it was a major loss. People don't feel like the management, that they are cared about. This job is intense, I was okay with that but it gets harder to do that when you don't feel like anyone appreciates.

I know that the break when we had to go home without having the office, not being with our co-workers. We would have to go to the Career Center. It was really difficult. My group was coming out of Foundations when the office shut down-I didn't have a home base because I was working out of my apartment. It felt like it was just my workspace. Everyone seemed to have a hard time with that. I don't know how that impacted hiring. They kept pushing it further and further back-it was hard time.

**6. Anything more I could do in the hiring process?**

I don't think there is anything more you can do. I think that making sure people know about the overtime, especially emphasizing to talk to the supervisor panel about what it looks like for overtime. I had a co-worker who asked during the supervisor interview. She asked if there was "mandatory" overtime and she was told no. She was also told there would always be a state car available to her and she would not be using her own car. She finally asked the supervisor why they were lied to about the overtime and the car and the supervisor said that is what they have to do in order to get anyone to take the job. It's a complicated job and it's hard to get people to understand the job. Its' so hard to explain this job to people. My big concern is how they can retain anyone in District 3. People can see how bad things are. They can't afford to ease them into it as they should. They are losing people left and right. I don't know how to navigate that left and right. It's easy to be that person who says-this is not for me, this is not what I thought I was getting into. To be going home to go right to bed, to get up in the middle of the night to go home to go right to bed. That's no way to live. And then to be asked people to transport kids. Making important decisions on very little sleep. One person in the Lewiston office crashed their car in the ditch.

For me the internship program was a good way to start. Getting more interns would be great-you know what you are getting into.