



# **STATE OF LOUISIANA CHILD AND FAMILY SERVICES REVIEW REVISED PROGRAM IMPROVEMENT PLAN**

Original Plan - September 28, 2004  
Renegotiated – June 2, 2005  
**Renegotiated/Revised – June 14, 2006**



**ADMINISTRATION FOR CHILDREN AND FAMILIES**  
Regional Office VI  
1301 Young St, Room 914  
Dallas, TX 75202

June 19, 2006

Marketa Garner Gautreau  
Assistant Secretary  
Office of Community Services  
P.O. Box 3318  
Baton Rouge, Louisiana 70821

Dear Ms. Gautreau:

We are pleased to notify you that Louisiana's Child and Family Services Review Program Improvement Plan (CFSR PIP) has been renegotiated with the Administration for Children and Families (ACF) Region VI Office. This letter documents approval of the revised CFSR PIP submitted by Office of Community Services to ACF by e-mail on Friday June 16, 2006.

ACF acknowledges the significant impact of Hurricanes Katrina and Rita occurring during implementation of the CFSR PIP. The State's ability to successfully complete originally planned actions was seriously affected. As a result, the State and ACF have revised the CFSR PIP to reflect new priorities while continuing to address the outcomes of safety, permanency, and well-being.

We recognize the enormous challenges with which you and the Office of Community Services staff are dealing as a result of the natural disasters. We appreciate your staff's diligence to ensure that the CFSR PIP is successfully completed. Should you require additional information, please do not hesitate to contact Amy Grissom at 214-767-4958 or Program Manager, June Lloyd, at 214-767-8466.

Sincerely,

/s/

Leon R. McCowan  
Regional Administrator

cc: Kaaren Hebert, OCS  
John McInturf, OCS  
Joel McLain, OCS

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## RENEGOTIATION OF THE LOUISIANA PROGRAM IMPROVEMENT PLAN

Louisiana's original Program Improvement Plan (PIP) was approved on September 28, 2004 addressing deficiencies noted in the September 2003 onsite review. For almost a year, the state worked diligently to accomplish goals, tasks and benchmarks set forth in the two year plan with noted success in meeting many of the PIP goals relating to the national data standards. In June 2005 the state renegotiated minor changes to tasks, benchmarks and timeframes.

As the state approached the last month of the Program Improvement Plan's first year, all work came to a halt as Hurricane Katrina swept through the eastern half of the state. Activities designed to improve practice were set aside while rescue and recovery became the state's focus. Katrina reduced the state's largest metropolitan area, New Orleans, to its smallest resulting in the displacement of foster children, foster/adoptive families, biological families, and agency staff across the state and country. A month later, hurricane Rita swept across the western half of the state displacing even more. Along with the catastrophic damage of the two hurricanes came the economic impact to an already poverty stricken state, having its largest city and related economic base no longer providing revenues used for state services.

With many tasks already completed in the first year of the PIP and with the drastically altered outlook for the state, it was determined that a new direction must be taken in the PIP to address short-term recovery efforts. This renegotiated or revised PIP sets forth the direction the agency is taking to provide for the Safety, Permanency and Well Being of the state's most vulnerable citizens in light of the current crisis.

Though the original PIP was scheduled for completion on September 30, 2006, the state's federal partners have granted Louisiana an extended PIP completion date of September 30, 2007.

## PROGRESS ON ORIGINAL ACTION STEPS AND BENCHMARKS

The original Program Improvement Plan consisted of a series of item-specific Action Steps. Each Action Step was broken down into Benchmarks to be achieved during a specific quarter. The PIP included 40 Action Steps with 186 attendant Benchmarks. Of the total number of Benchmarks, 157 were due for completion in PIP Quarters 1 through 5. The remaining 29 Benchmarks were due in PIP Quarters 6 and 7. During the first 5 Quarters of PIP implementation, and in spite of the devastation caused by Hurricanes Katrina and Rita, 82% of the Benchmarks due for completion were fully achieved, and 94% were fully, substantially or partially achieved. See [Appendix A: 2004-2005 PIP Completion Summary](#) for a detailed summary of action steps and benchmark completion.

## FEDERAL MEASURES AND STANDARDS

The purpose of the Program Improvement Plan is to advance the way the state provides for the Safety, Permanency and Well Being of children through the state's child welfare system. There are six federal data measures used to assess how each state is performing in line with set national standards relating to the three overall outcomes listed above. Louisiana passed one of the data standards as part of its 2004 review and therefore is required to address only the remaining five measures in the PIP.

The original PIP goals were established using baseline data from the 2003 Data Profiles. The following presents each measure, the national standard, the originally established goals and what the state is proposing as the newly renegotiated goal. Also provided is Louisiana's 2005 AFCARS data relating to each measure.

- Recurrence of Maltreatment: Of all children associated with a substantiated, indicated, or alternative response victim finding of maltreatment during the first six months of the reporting period, what percentage had another substantiated, indicated, or alternative response victim finding of maltreatment within a six-month period.

National Standard:	6.1% or less
Louisiana Baseline:	8.7%
PIP Goal (original):	7.8%
PIP Goal (renegotiated):	(to be determined when FY 05 data is available)
Federal FY 05 Data:	(data not yet available)

- Incidence of Child Abuse and/or Neglect in Foster Care: Of all children who were served in foster care during the reporting period, what percentage were found to be victims of maltreatment. A child is counted as having been maltreated in foster care if the perpetrator of the maltreatment was identified as a foster parent or residential facility staff.

National Standard:	.57% or less
Louisiana Baseline:	1.78%
PIP Goal (original):	1.64%
PIP Goal (renegotiated):	(to be determined when FY 05 data is available)
Federal FY 05 Data:	(data not yet available)

- Reunification: Of all children who were reunified with their parents or caretakers at the time of discharge from foster care, what percentage was reunified in less than twelve months from the time of the latest removal from home?

National Standard: 76.2% or more;  
Louisiana Baseline: 68.5%  
PIP Goal (original): 72.3%  
PIP Goal (renegotiated): 70.92% (based on 2.42% sampling error)  
Federal FY 05 Data: 71.10% (Goal met)

- Adoption in Twenty-Four Months: Of all children who exited care to a finalized adoption, what percentage exited care in less than twenty-four months from the time of the latest removal from home?

National Standard: 32% or more  
Louisiana Baseline: 18.9%  
PIP Goal (original): 21.8 %  
Federal FY 05 Data: 24.5% (Goal met)

- Placement Stability: Of all children served who have been in foster care less than twelve months from the time of the latest removal from home, what percentage have had no more than two placement settings?

National Standard: 86.7% or more  
Louisiana Baseline: 80.9%  
PIP Goal (original): 85%  
PIP Goal (renegotiated): 81.9% (based on 1% or ½ sampling error rounded up)  
Federal FY 05 Data: 82% (Goal met)

This renegotiated goal of improvement is being requested in light of the devastation caused by hurricanes Katrina and Rita. The storms affected our ability to achieve stability for many of our families. Seventy three percent (73%) of Louisiana's foster care population was directly impacted by the hurricanes and as of March 1, 2006 there were as many as 250 foster children still located out of state. A large percentage of biological parents have still not been located since the storms. Due to the extra costs of dealing with the storm and the loss of revenues from the New Orleans area (1/3 of state revenues), the state faces budgetary problems.

## NEW DIRECTION

In light of recent events that now shape Louisiana's current reality and impact the state's vision for the future, this revised Program Improvement Plan sets forth direction for the state's child welfare system in both short-term recovery and long-term reform.

### Short-Term Recovery

Louisiana is now and will for a lengthy period of time be in the recovery stage from the nation's worst natural disaster. Conservative estimates are that recovery will last more than five years as communities and support systems will have to be reconstructed from the ground up. This creates challenges for the state's child welfare system as it seeks to make sure under these dire circumstances that children are first and foremost protected from abuse and neglect (both in and out of home), that they are provided stable living arrangements that continue to meet their needs and that efforts are made toward permanency.

### Long-Term Reform

Louisiana must also take advantage of opportunities brought about by the storms in reevaluating and rebuilding certain aspects of its service delivery system. Though long-term reforms are not part of this PIP, they will begin during this PIP timeframe.

Actual detail planning for long-term reform will be part of the agency's five-year plan. It will focus on two major initiatives, the first of which is to redesign front-end services with special emphasis on prevention, CPI intake and decision-making and the development of a continuum of services to prevent, and in response to, child maltreatment. The state will work with the National Resource Center for Child Protective Services in identifying effective models for redesign of CPI Intake and decision-making. The National Resource Center for Organizational Improvement and the National Technical Assistance Center for Children's Mental Health will work with the state on the development of a continuum of services that will support prevention re-design. As part of this initiative, the state will create a more accurate picture of its clients, the issues they face and the services necessary for the safety, permanency and well being of their children.

The second major initiative for long-term reform is directed at decreasing the number of children in residential and emergency care facilities. This will require a review of all children in residential settings and emergency care facilities to triage for more appropriate placement. In doing so, the state hopes to promote a culture change from a placement system to a continuum of care service system.

## THE PLAN

This renegotiated/revised Program Improvement Plan is a proactive approach toward recovery from the devastation left by hurricanes Katrina and Rita. The plan consists of objectives, strategies and more detailed action plans. Action plans will be flexible and further defined in consultation with the National Resource Centers.

The Plan is also directed at the six child welfare outcomes. These outcomes look at the safety, permanency and well being of children.

Safety 1: Children are first and foremost protected from abuse and neglect.

Safety 2: Children are safely maintained in their homes whenever possible.

Permanency 1: Children have permanency and stability in their living situations.

Permanency 2: The continuity of family relationships and connections is preserved for children (passed by Louisiana)

Well Being 1: Families have enhanced capacity to provide for their children's needs.

Well Being 2: Children receive appropriate services to meet their educational needs.

Well Being 3: Children receive adequate services to meet their physical and mental health needs.

A chart presented in Appendix B: Outcomes and Related Objectives and Strategies, depicts how each of the above outcomes will be addressed by the individual objectives and strategies put forth in this plan.

## OBJECTIVES, STRATEGIES AND ACTION PLANS

**Objective 1:** The state will work in consultation with the National Resource Center for Child Protective Services to analyze current CPI data, practice and external factors as they relate to the current rise in foster care placements. (Outcome: Safety 2) Target Completion Date: May 31, 2007

**Strategy 1.1:** To develop a series of data views that will provide further insight into the possible factors relating to the increase in children entering foster care. (Outcome: Safety 2) Target Completion Date: May 31, 2007

### Action Plan

*Step 1: Create a list of variables or factors that may be contributing to the increase in placements, including regional and parish differences.*

- Lead: CPI Program Administrator
- Due date: May 31, 2006

*Step 2: Gather or develop reports and data views relating to the list of variables and factors.*

- Lead: QA/Research Program Administrator
- Due date: September 30, 2006

*Step 3: Conduct a formal analysis of data to determine relationships to the increase in placements.*

- Lead: CPI Program Administrator
- Due date: February 28, 2007

*Step 4: Distribute analysis results to appropriate OCS staff and agency stakeholders.*

- Lead: CPI Program Administrator
- Due date: May 31, 2007

**Strategy 1.2:** To examine changes in law and local practices that would have an effect on the rise in children entering care. (Outcome: Safety 2) Target Completion Date: May 31, 2007

### Action Plan

*Step 1: Create a list of changes in law and agency practices that may be contributing to the increase in placements.*

- Lead: CPI Program Administrator
- Due Date: May 31, 2006

*Step 2: Conduct a review of listed changes to determine relationships to the increase in placements.*

*– Lead: CPI Program Administrator*

*– Due Date: February 28, 2007*

*Step 3: Distribute analysis results to appropriate OCS staff and agency stakeholders.*

*– Lead: CPI Program Administrator*

*– Due date: May 31, 2007*

**Strategy 1.3:** To examine external factors, including increased substance abuse, added stress on families due to hurricanes, decreased or overwhelmed services and other social/environmental factors that may be affecting the rise in children entering care. (Outcome: Safety 2) Target Completion Date: May 31, 2007

*Action Plan*

*Step 1: Create a list of possible external factors that may be contributing to the increase in placements.*

*– Lead: CPI Program Administrator*

*– Due Date: May 31, 2006*

*Step 2: Conduct a review of possible factors to determine relationships to the increase in placements.*

*– Lead: CPI Program Administrator*

*– Due Date: February 28, 2007*

*Step 3: Distribute analysis results to appropriate OCS staff and agency stakeholders.*

*– Lead: CPI Program Administrator*

*– Due date: May 31, 2007*

**Objective 2:** The state will work in consultation with the National Resource Center for Family Centered Practice and Permanency Planning, to develop and implement a protocol for case management and decision-making for displaced foster children and their biological parents. (Outcomes: Safety 1, Permanency 1, Well Being 1,2 and 3) Target Completion date: June 30, 2007

**Strategy 2.1:** To develop guidelines for worker contacts for continued assessment of safety and well being of foster children in foster homes or relative placements displaced due to the storms. (Outcomes: Safety 1, Permanency 1 and Well Being 2 and 3) Target Completion Date: Pending completion due to documentation review

### Action Plan

*Step 1: Meet with staff in New Orleans and Jefferson regions to draft preliminary guidelines for contacting foster children displaced by the storm.*

*– Lead: Foster Care Section Administrator*

*– Due Date: Pending Completion due to documentation review*

*Step 2: Prepare and distribute a memorandum using the results of the meeting with New Orleans and Jefferson Parish staff establishing the guidelines for staff to follow for making contact with displaced children.*

*– Lead: Foster Care Section Administrator*

*– Due Date: Pending Completion due to documentation review*

**Strategy 2.2:** To develop action plans for finding missing biological parents, including maximizing use of Parent Locator Services. (Outcomes: Permanency 1 and Well Being 1 and 3) Target Completion date: August 31, 2006

### Action Plan

*Step 1: Collect information from individual workers and supervisors in the New Orleans and Jefferson regions on biological parents who were evacuated due to the storms and have not been located.*

*– Lead: State Office Liaison to New Orleans/Jefferson*

*– Due Date: May 31, 2006*

*Step 2: Work with the National Resource Center and the CIP Coordinator to develop a hierarchy of procedures for assisting caseworkers in finding missing biological parents.*

*– Lead: Program Division Director*

*– Due Date: June 30, 2006*

*Step 3: Implement specific procedures to assist caseworkers in finding biological parents.*

*– Lead: State Office Liaison to New Orleans/Jefferson*

*– Due Date: August 31, 2006*

**Strategy 2.3:** To develop broad guidelines for visitation and maintaining contact between foster children and their biological parents who remain separated due to the storms. (Outcomes: Permanency 1 and Well Being 1) Target Completion date: Pending completion due to documentation review

### Action Plan

*Step 1: Meet with staff in New Orleans and Jefferson regions to draft preliminary guidelines for visitation and maintaining contact between foster children and their biological parents who remain separated due to the storms.*

*– Lead: Foster Care Section Administrator*

*– Due Date: Pending Completion due to documentation review*

*Step 2: As a result of the meeting with New Orleans and Jefferson Parish staff issue a policy memorandum establishing the guidelines for visitation of displaced foster children and their families.*

*– Lead: Foster Care Administrator*

*– Due Date: Pending Completion due to documentation review*

**Strategy 2.4:** To develop a case decision-making model in conjunction with the courts to assist workers in making placement choices for foster children evacuated and continuing to live out of state due to the storms. (Outcomes: Permanency 1 and Well Being 1) Target Completion date: September 30, 2006

### Action Plan

*Step 1: Establish a task force comprised of Orleans and Jefferson staff, supervisors, attorneys and representatives of the Orleans and Jefferson courts to create a basic placement decision-making model relating to case decisions for out of state children.*

*– Lead: State Office Liaison to New Orleans/Jefferson*

*– Due Date: May 31, 2006*

*Step 2: With the help of the task force, create the basic placement decision-making model relating to case decisions for out of state children.*

*– Lead: State Office Liaison to New Orleans/Jefferson*

*– Due Date: August 31, 2006*

*Step 3: Publish the Decision-making model in a memorandum to staff and shared with the courts as a guide for case decisions.*

*– Lead: State Office Liaison to New Orleans/Jefferson*

*– Due Date: September 30, 2006*

**Objective 3:** The state will work in consultation with the National Resource Center for Organizational Improvement and the National Resource Center for Legal and Judicial Issues, to provide more qualified legal representation for

children and/or parents in the child welfare system. (Outcome: Permanency 1 and Well Being 1) Target Completion date: June 30, 2007

**Strategy 3.1:** To assist in the recruitment, training and retention of qualified legal representation for children and families impacted by the storm. (Outcome: Permanency 1) Target Completion date: June 30, 2007

Action Plan

*Step 1: Work with National Resource Centers to develop a plan for recruiting and training qualified legal representation for storm impacted families and children.*

- Lead: LA Court Improvement Program Coordinator*
- Due Date: August 31, 2006*

*Step 2: Implement plan and monitor its effectiveness.*

- Lead: LA Court Improvement Program Coordinator*
- Due Date: June 30, 2007*

**Strategy 3.2:** To develop training on how to advocate for children and families in the context of hurricanes Katrina and Rita. (Outcomes: Permanency 1 and Well Being 1) Target Completion date: June 30, 2007

Action Plan

*Step 1: Work with the National Resource Center for Family Centered Practice and Permanency Planning and the Louisiana Court Improvement Program to develop training on how to advocate for children and families in the context of hurricanes Katrina and Rita.*

- Lead: Training Section Administrator*
- Due Date: October 31, 2006*

*Step 2: Deliver training to specific OCS staff, qualified attorneys and service providers.*

- Leads: Training Section Administrator and LA Court Improvement Program Coordinator*
- Due Date: June 30, 2007*

## APPENDIX A: 2004-2005 PIP COMPLETION SUMMARY

The State's Child and Family Services Review (CFSR) Program Improvement Plan (PIP) was designed to correct deficiencies in areas of Safety, Permanency, and Well Being through a series item-specific Action Steps. Each Action Step was broken down into Benchmarks to be achieved during a specific Quarter. The PIP included a total of 40 Action Steps with a total of 186 attendant Benchmarks. Of the total number of Benchmarks, 157 were due for completion in PIP Quarters 1 through 5. The remaining 29 Benchmarks were due in PIP Quarters 6 and 7.

This summary provides the number of benchmarks for each PIP Item by Action Step. The Benchmarks are designated as:

- Achieved - indicates that the State fully completed all aspects of the benchmark
- Substantially Achieved - indicates that most of the activities necessary to achieve the Benchmark were completed or that more than 50% of the Regions completed the Benchmark
- Partially Achieved - indicates that some activities necessary to achieve the Benchmark were completed, but that other significant activities were incomplete; or that some, but 50% or fewer, of the Regions completed the Benchmark
- Not Achieved - indicates that no significant progress was made toward Benchmark achievement.
- Due in 6<sup>th</sup> or 7<sup>th</sup> Quarters - indicates that activity on the Benchmark was not required during the first 5 Quarters of PIP completion.

Note that during the first 5 Quarters of PIP implementation, and in spite of the devastation caused by Hurricanes Katrina and Rita, 82% of the Benchmarks due were fully achieved, and 94% were fully, substantially or partially achieved.

**Benchmark achievement by Outcome, Item, and Action Step follow:**

Items/Action Steps	Number of Benchmarks	Benchmarks Achieved	Benchmarks Substantially Achieved	Benchmarks Partially Achieved	Benchmarks Not Achieved	Benchmarks Due 6 <sup>th</sup> & 7 <sup>th</sup> Quarters
<b>Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect</b>						
<b><i>Item 1: Timeliness of initiating investigations of reports of child maltreatment.</i></b>						
1. Reduce the paper work demands for CPI staff	7	7	0	0	0	0
2. Develop an oversight and tracking system for initial contact to provide feedback on timeliness of investigation initiation	4	2	1	0	0	1
3. Seek funds and positions to establish the intake program in support of emerging integrated service delivery and to support implementation of new CAPTA regulations	4	2	0	0	1	1
4. Strengthen practice and policy related to the intake process	6	5	0	0	0	1
5. Develop monitoring process for case closure within 60 days	4	3	0	0	0	1
6. Develop a monitoring process for cases open over 6 months	4	3	0	0	0	1
<b><i>Total Item 1:</i></b>	<b>29</b>	<b>22</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>5</b>
<b><i>Item 2a: Repeat maltreatment (recurrence)</i></b>						
1. General reports that provide demographic and geographic data on repeat maltreatment to identify trends and target populations, and develop and implement a screening protocol to identify families at risk of repeat maltreatment.	7	4	2	0	0	1

Items/Action Steps	Number of Benchmarks	Benchmarks Achieved	Benchmarks Substantially Achieved	Benchmarks Partially Achieved	Benchmarks Not Achieved	Benchmarks Due 6 <sup>th</sup> & 7 <sup>th</sup> Quarters
2. Propose legislation changing the Louisiana Children's Code to all access to invalid reports to aid more comprehensive assessment	3	2	0	0	0	1
<b>Total Item 2a:</b>	<b>10</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Item 2b Repeat maltreatment (maltreatment of children in foster care)</b>						
1. Expand initial and ongoing assessment of children's risk of abuse/neglect in foster care placements	7	4	1	0	0	2
2. Conduct joint in-service training for caseworkers, foster parents, and social service directors from the four federally-recognized American Indian tribes to promote safety of children in foster care	5	4	0	1	0	0
3. Increase capacity in services continuum of out of home care resources	8	6	0	1	0	1
4. Collaborate with residential facilities to reduce maltreatment in restrictive care	4	3	0	0	0	1
<b>Total Item 2b:</b>	<b>24</b>	<b>17</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>4</b>
<b>Total Safety 1:</b>	<b>63</b>	<b>45</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>11</b>
<b>Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate</b>						
<i>Item 3: Services to family to protect child(ren) in home and prevent removal.</i>						
1. Enhance clinical knowledge of staff pertaining to risk and safety screening of substance abuse, mental health, and domestic violence	5	2	0	1	1	1
2. Develop a workgroup comprised of agency and state resource center staff to address effectiveness/accessibility of Louisiana Family Resource Centers	4	3	0	0	0	1

Items/Action Steps	Number of Benchmarks	Benchmarks Achieved	Benchmarks Substantially Achieved	Benchmarks Partially Achieved	Benchmarks Not Achieved	Benchmarks Due 6 <sup>th</sup> & 7 <sup>th</sup> Quarters
3. Strengthen policy and practice on the use of comprehensive assessments throughout the life of a case designed to reduce risk and increase safety	4	2	0	1	0	1
4. Provide a more comprehensive assessment and service delivery through inclusion of support services	7	2	0	0	2	3
<b>Total Safety 2 and Item 3:</b>	<b>20</b>	<b>9</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>6</b>
<b>Permanency Outcome 1: Children have permanency and stability in their living situation</b>						
<b><i>Item 6: Stability of foster care placement</i></b>						
1. Increase support to foster parents	4	2	0	1	0	1
2. Develop and implement a Resource Family Home System	3	1	0	0	1	1
<b>Total Item 6:</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b><i>Item 7: Permanency goal for child</i></b>						
1. Develop and implement a statewide education package for legal stakeholders, DSS/OCS staff, Office of Youth Development Staff, and other relevant stakeholders on federal, state and agency regulations regarding permanency and explore establishing standards for legal representation standards for legal representation in child welfare	5	2	1	0	1	1
2. Review permanency goals for all children in foster care	2	1	0	0	0	1
<b>Total Item 7:</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b><i>Item 8: Reunification, guardianship, or permanent placement with relatives</i></b>						
1. Expand utilization of currently available resources and services to achieve and support permanency	4	4	0	0	0	0

Items/Action Steps	Number of Benchmarks	Benchmarks Achieved	Benchmarks Substantially Achieved	Benchmarks Partially Achieved	Benchmarks Not Achieved	Benchmarks Due 6 <sup>th</sup> & 7 <sup>th</sup> Quarters
2. Explore expansion of resources and services for families to achieve permanency	4	3	0	0	1	0
3. Clarify legal/court issues to reduce barriers to permanency within 12 months	3	3	0	0	0	0
<b>Total Item 8:</b>	<b>11</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Item 9: Adoption within 24 months</b>						
1. Initial and ongoing search, assessment, and reassessment of relatives throughout the life of the case or until a permanent family is identified	3	3	0	0	0	0
2. Reduce delays in the Termination of Parental Rights (TPR) process	4	2	1	0	0	1
3. Transfer cases from foster care to adoption timely	2	2	0	0	0	0
4. Improve recruitment and retention of foster/adoptive families	4	4	0	0	0	0
<b>Total Item 9:</b>	<b>13</b>	<b>11</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Item 10: Permanency goal of other planned permanent living arrangement</b>						
1. Identify and support permanent placements and contacts for children	8	6	0	1	0	1
2. Strengthen services to assist children in the transition to independent living	4	3	1	0	0	0
<b>Total Item 10:</b>	<b>12</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Total Permanency 1:</b>	<b>50</b>	<b>36</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>6</b>
<b>Well Being Outcome 1: Families have enhanced capacity to provide for their children's needs</b>						
<b>Item 17: Needs and services of child, parents, foster parents</b>						
1. Strengthen Family Services program assessments to better target interventions	5	3	0	0	1	1

Items/Action Steps	Number of Benchmarks	Benchmarks Achieved	Benchmarks Substantially Achieved	Benchmarks Partially Achieved	Benchmarks Not Achieved	Benchmarks Due 6 <sup>th</sup> & 7 <sup>th</sup> Quarters
2. Assess and strengthen contracted in-home psychotherapy services to prevent foster care placement and to reduce time to reunify	6	5	0	0	0	1
3. Develop, conduct, and evaluate joint in-service training for caseworkers, foster parents, and the four federally-recognized American Indian Tribes	4	2	0	2	0	0
4. Include Social Service Directors of the four federally-recognized American Indian Tribes in quarterly CQI meetings	3	3	0	0	0	0
<b>Total Item 17:</b>	<b>18</b>	<b>13</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>
<b>Item 18: Child and family involvement in case planning</b>						
1. Educate Staff on strategies and policy to improve child and family involvement in case planning	6	5	1	0	0	0
2. Explore use of community resources via state family resource center staff in engaging resistant clients in Family Services cases	5	4	0	0	0	1
<b>Total Item 18:</b>	<b>11</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Item 20: Worker visits with parent(s)</b>						
1. Clarify agency policy impacting worker visits with parents to support parental involvement	4	4	0	0	0	0
2. Provide consistent efforts statewide in locating absent parents	4	3	1	0	0	0
<b>Total Item 20:</b>	<b>8</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Well Being 1:</b>	<b>37</b>	<b>29</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>3</b>

Items/Action Steps	Number of Benchmarks	Benchmarks Achieved	Benchmarks Substantially Achieved	Benchmarks Partially Achieved	Benchmarks Not Achieved	Benchmarks Due 6 <sup>th</sup> & 7 <sup>th</sup> Quarters
<b>Well Being Outcome 2: Children receive appropriate services to meet their educational needs</b>						
<b><i>Item 21: Educational needs of the child</i></b>						
1. Identify and address critical educational problems and issues for children	3	2	0	0	0	1
2. Improve communication across service delivery providers	5	3	0	1	0	1
<b>Total Well Being 2 and <i>Item 21</i>:</b>	<b>8</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>Well Being Outcome 3: Children receive adequate services to meet their physical and mental health needs</b>						
<b><i>Item 23: Mental health needs of the child</i></b>						
1. Maximize service delivery to children to better meet their mental health needs	8	6	1	0	0	1
<b>Total All Outcomes and <i>Items</i>:</b>	<b>186</b>	<b>130</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>29</b>

## APPENDIX B: OUTCOMES AND RELATED OBJECTIVES AND STRATEGIES

Objectives	Strategies	Outcomes Addressed					
		Safety		Permanency	Well Being		
		1	2	1	1	2	3
1. The state will work in consultation with the National Resource Center for Child Protective Services to analyze current CPI data, practice and external factors as they relate to the current rise in foster care placements.	1.1. To develop a series of data views that will provide further insight into the possible factors relating to the increase in children entering foster care.		X				
	1.2. To examine changes in law and local practices that would have an effect on the rise in children entering care.		X				
	1.3. To examine external factors, including increased substance abuse, added stress on families due to hurricanes, decreased or overwhelmed services and other social/environmental factors that may be affecting the rise in children entering care.		X				
2. The state will work in consultation with the National Resource Center for Family Centered Practice and Permanency Planning, to develop and implement a protocol for case management and decision-making for displaced foster children and their biological parents.	2.1. To develop guidelines for worker contacts for continued assessment of safety and well being of foster children in foster homes or relative placements displaced due to the storms.	X		X	X	X	X
	2.2. To develop action plans for finding missing biological parents, including maximizing use of Parent Locator Services.		X		X		X
	2.3. To develop broad guidelines for visitation and maintaining contact between foster children and their biological parents who remain separated due to the storms.			X	X		
	2.4. To develop a case decision-making model in conjunction with the courts to assist workers in making placement choices for foster children evacuated and continuing to live out of state due to the storms.			X	X		
3. The state will work in consultation with the National Resource Center for Organizational Improvement and the National Resource Center for Legal and Judicial Issues, to provide more qualified legal representation for children and/or parents in the child welfare system.	3.1. To assist in the recruitment, training and retention of qualified legal representation for children and families impacted by the storm.			X			
	3.2. To develop training on how to advocate for children and families in the context of hurricanes Katrina and Rita.			X	X		

Appendix C: Louisiana Renegotiated Program Improvement Plan - Gantt Chart

