



DEPARTMENT OF HEALTH & HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES  
Administration on Children, Youth and Families  
1250 Maryland Avenue, S.W.  
Washington, D.C. 20024

JAN 23 2009

Kristy Nichols  
Interim Secretary  
Louisiana Department of Social Services  
627 N. 4<sup>th</sup> Street, 3<sup>rd</sup> Floor  
Baton Rouge, Louisiana 70821

Dear Ms. Nichols:

Thank you for submitting Louisiana's Annual Progress and Services Report (APSR) and CFS-101 to address the following programs:

- Title IV-B, Subpart 1 (Child Welfare Services);
- Title IV-B, Subpart 2 (Promoting Safe and Stable Families);
- Child Abuse Prevention and Treatment Act (CAPTA) State Grant;
- Chafee Foster Care Independence Program (CFCIP); and
- Education and Training Vouchers (ETV) Program.

As you know, these programs provide a crucial source of funding to help State and Tribal child welfare agencies ensure the safety, permanency, and well-being of at-risk children within their purview.

The Children's Bureau has reviewed your APSR and finds it to be in compliance with the requirements at 45 CFR §1357.15. Therefore, we approve Fiscal Year 2009 funding under title IV-B, subpart 1; title IV-B, subpart 2; CAPTA; CFCIP, and ETV programs. A counter-signed copy of the CFS-101 is enclosed for your records. Please note that CB may ask for a revised CFS-101, Part I, should the final allotment for any of the approved programs be more than that requested in the Annual Budget Request.

The Administration for Children and Families' (ACF) Office of Grants Management (OGM) will issue a grant notification award letter in the near future with pertinent grant information. Please note that OGM requires grantees to submit additional financial reports at the close of the expenditure period according to the terms and conditions of the award.

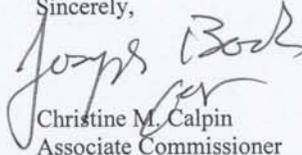
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JAN 30 2009

**OFFICE OF THE SECRETARY**

CB looks forward to continuing to work with you and your staff. Should you have any questions or concerns, please contact June Lloyd, CB's Child Welfare Regional Program Manager in Region VI, at (214) 767-8466 or by e-mail at [june.lloyd@acf.hhs.gov](mailto:june.lloyd@acf.hhs.gov). You also may contact Amy Grissom, CB's Children and Families Program Specialist, at (214) 767-4958 or by e-mail at [amy.grissom@acf.hhs.gov](mailto:amy.grissom@acf.hhs.gov).

Sincerely,



Christine M. Calpin  
Associate Commissioner  
Children's Bureau

Enclosure(s)

cc: Gail Collins, Director; CB, Division of Program Implementation; Washington, DC  
Deborah M. Bell, Financial Management Specialist; ACF, OA, OGM; Washington, DC  
June Lloyd, Child Welfare Regional Program Manager; CB, Region VI; Dallas, TX  
Amy Grissom, Children and Families Program Specialist; CB, Region VI; Dallas, TX  
Marketa Gautreau, Assistant Secretary; Office of Community Services; Baton Rouge, LA



BOBBY JINDAL  
GOVERNOR

KRISTY H. NICHOLS  
INTERIM SECRETARY

**State of Louisiana**  
Department of Social Services  
Office of Community Services

September 23, 2008

Ms. June Lloyd  
Region VI, Administration for Children and Families  
1301 Young Street, Suite 914  
Dallas, Texas 75202

Dear Ms. Lloyd:

RE: Louisiana's 2008 Annual Progress and Services Report  
CFS-101, Part III Annual Budget Request and Louisiana's revised for FY 2009  
Revised CFS-101 Budget for FFY 2008

The Louisiana Department of Social Services (DSS), Office of Community Services (OCS), is resubmitting the 2008 Annual Progress and Services Report electronically along with the scanned and signed certifications and assurances. Originals of the revised budgets are enclosed with this correspondence and include the CFS 101, Parts III for FY 2009 and the revised budget for FY 2008. Thank you for the opportunity to revise these documents to ensure the state receives the necessary federal funding.

If you have any questions, please feel free to contact Bridget S. Clark at (225) 342-2416 or by e-mail at [bclark1@dss.state.la.us](mailto:bclark1@dss.state.la.us).

Thank you,

Kristy Nichols, Interim Secretary  
Department of Social Services

KN: BSC

Attachment (2)

C: Amy Grissom, Children and Family Program Specialist

BOBBY JINDAL  
GOVERNOR



ANN SILVERBERG WILLIAMSON  
SECRETARY

**State of Louisiana**  
Department of Social Services  
Office of Community Services

June 25, 2008

Mr. Leon R. McCowan  
Hub Director  
Region VI  
Administration for Children and Families  
1301 Young Street  
Suite 914  
Dallas, Texas 75202

Dear Mr. McCowan:

RE: 2008 Annual Progress and Services Report  
CFS-101, Parts I, II, and III Annual Budget Request

REF: Log No: ACYF-CB-PI-08-03

The Louisiana Department of Social Services (DSS), Office of Community Services (OCS), is pleased to submit the above referenced document. With the electronic submission of the 2008 Annual Progress and Services Report (APSR), the Department complies with the applicable federal regulations and instructions and applies for federal revenue available under provision of the Title IV-B, subparts 1 and 2; Title IV-E of the Social Security Act; Child Abuse Prevention and Treatment Act (CAPTA), John H. Chafee Foster Care Independence Program and the Education and Training and Vouchers Program. The CFS 101 is scanned into this document and is also being sent in hard copy along with the following attachments: 1) DSS Continuation of Operation Plan/Continuation of Government (COOP/COG); 2) "Trends in Foster Care and Adoption -FY2000-FY2005"; and 3) Analysis of Current and Prospective Foster Parents in Louisiana.

The plan reflects child welfare services in Louisiana and contains reports on ongoing efforts and progress in achieving the goals of safety, permanency, well being and progress on Louisiana's **Leading Innovations for Family Transformation and Safety (LIFTS)**. DSS/OCS continues to make progress and reach achievements in addition to ongoing recovery from the hurricanes of 2005. DSS/OCS maintains its collaboration with the Children's Bureau, the Administration for Children and Families and the National Resource Centers in realizing both short-term and long-term goals for the agency.



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Mr. McCowan  
June 23, 2008

The plan contains the following:

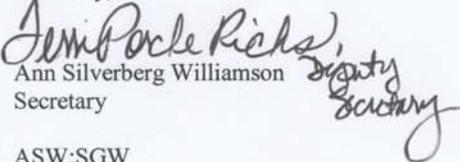
- Updated DSS/OCS organizational charts;
- Louisiana Department of Social Services and Office of Community Services (DSS/OCS) Disaster plans (COOP);
- Baseline data/performance measures;
- Ongoing collaboration with community members such as prevention groups and American Indian Tribes;
- Child Abuse Prevention Treatment Act initiatives along with Citizens Review Panels selected as an area needing improvement;
- Information on child welfare services including providing descriptions, populations served, updates on achievements/progress in SFY 2007-2008, measurements of outcomes and plans for state fiscal year 2008-2009;
- The State's baseline information on caseworker visit data, the State's standard for content and frequency of caseworker visits and strategies to improve compliance;
- Information on the specific accomplishments and planned activities for the Chaffe Foster Care Independence Program and Educational Training Voucher Program;
- Throughout the plan, the State has identified areas needing improvement as identified in the CFSR and PIP;
- The Department's use of National Child Welfare Resource Center's expertise in our efforts to implement the agency's short-term and long-term goals;
- The CFS 101 budget request Parts I, II and III, assurances, certifications and signatures pages
- There is no information included in the plan regarding demonstration projects because the State is not engaged in one at this time.

Page 3  
Mr. McCowan  
June 23, 2008

Child welfare services remain a high priority in Louisiana. The children of this State continue to be our most precious resource and DSS/OCS continues to strive to deliver the services described in our plan and to strengthen those services whenever possible.

We appreciate the assistance of Ms. Amy Grissom, Children and Families Program Specialist. Her knowledge and support were helpful in the development of this document. We look forward to continuing this close working relationship and would also like to extend our appreciation to Dallas Regional ACF office staff that has worked on joint planning and policy clarifications during development of this document. Thank you and your staff for your time and cooperation. If you have any questions or need clarification on any portion of this document, please contact Bridget S. Clark, Section Administrator, at (225) 342-2416. Thank you.

Sincerely,

*Joy*  
  
Ann Silverberg Williamson  
Secretary

ASW:SGW

Attachments (3)

CC: Marketa G. Gautreau, Assistant Secretary  
Office of Community Services

Amy Grissom, Children and Families Program Specialist  
ACF Regional Office VI

June Lloyd, Children and Families  
ACF Regional Office VI

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**2008**

**Annual Progress**

**And**

**Service Report**

**Louisiana Department of Social Services**

**Office of Community Services**



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# STATE OF LOUISIANA

## 2008 Annual Progress and Service Report

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### **Introduction**

The Department of Social Services (DSS) is the single state agency designated in Louisiana to administer and supervise the administration of child welfare services delivered under Title IV-B Subparts 1 and 2, and Title IV-E of the Social Security Act. In addition, the Department is designated to administer the John H. Chafee Foster Care Independence Program and the Child Abuse Prevention and Treatment Act (P.L. 104-235). The mandate of DSS is for the development and provision of social services and the improvement of social conditions for the citizens of Louisiana.

DSS administers the State's child and family services programs through a single organizational unit, the Office of Community Services (OCS). OCS provides comprehensive social services and child welfare programs that include protective services, protective childcare, family services, child abuse/neglect prevention, intervention and treatment, foster care and adoption. These services are administered statewide within a centralized organizational framework.

This report updates, profiles and summarizes the progress and achievements made by DSS/OCS in its implementation of the 2005-2009 Child and Family Services Plan (CFSP). During this reporting period, Louisiana continued to recover from the devastation of Hurricanes Katrina and Rita and implemented numerous initiatives to reduce risk to children, prevent removal from the child's home and to facilitate return home or to relatives.

This report contains information on the following areas:

1. **Organizational Charts** – Charts have been updated to include recent organizational changes.
2. **Disaster Plans** – This section includes information on the Department's policies for emergency preparedness, DSS/OCS' Continuity of Operations Plan (COOP) and other emergency planning guides.
3. **Quality Improvement** – This portion of the plan summarizes Continuous Quality Improvement and Quality Assurance efforts.
4. **Baseline Data/Performance Measures** – This section provides data sets the agency gathered to assess whether or not certain variables had an effect on foster care entries. Baseline data on safety, permanency and well-being indicators is also provided as well as a brief summary of the IV-E Eligibility Review and program improvement plan.
5. **Community Consultation and Collaboration** – This section provides information on the progress made on ongoing community collaboration efforts.
6. **Louisiana Children's Trust Fund 2007 Annual Report** – Trust fund and Community Based Family Resource and Support (CBCAP) activities are outlined in this section.

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7. **Indian Child Welfare Act and Tribal Collaboration** – Information provided describes infrastructure allowing for networking, agreements, cross training, and communication between American Indian tribal representatives and agency staff at parish, regional, and state levels. Agency compliance with the five major components of ICWA is also provided.
8. **Court Improvement Project** - This section provides an update on various initiatives to improve the relationship between the agency and the judiciary.
9. **Children’s Justice Act (CJA)** – A listing of activities and accomplishments of the CJA is listed in this section.
10. **Technical Assistance** – Training and technical assistance (TA) utilized from the Administration for Children and Families is contained in this section as well as TA from National Resource Centers.
11. **Research and Evaluation** – This portion of the plan summarizes efforts with regard to identified needs for research and evaluation.
12. **Information Management System** – Updates are provided on the status of the A Comprehensive Enterprise Social Services System (ACCESS) Louisiana’s SACWIS system.
13. **Louisiana’s Long-Term Child Welfare Service Goals** - This section contains an update on objectives and action steps and includes information on accomplishments in SFY 2007 – 2008, methods to measure/outcomes data and activities planned for FY 2009.
14. **Child Welfare Services**– This section describes child welfare services supported by Title IV-B, Subpart 1 funds. The agency’s child welfare services include Child Protection Investigations, Prevention and Family Services, Foster Care and Adoption Services that are outlined in this section.
15. **Chafee Foster Care Independence Program Report for 2008 and Application For FFY 2009** – This section profiles the efforts to reach adolescents who are in foster care and to prepare youth for young adulthood.
16. **Promoting Safe and Stable Families** – The agency’s implementation of the Social Security Act, Title IV-B, Subpart 2 is described in this section.
17. **Child Abuse Prevention and Treatment Act (CAPTA)** – This section contains information on agency initiatives funded by the CAPTA grant as well as an area identified for improvement.
18. **Citizen Review Panels** – The 2007 Citizen Review Panel Annual Report and updates to 2006 Citizen Review Panel recommendations are provided in this section.

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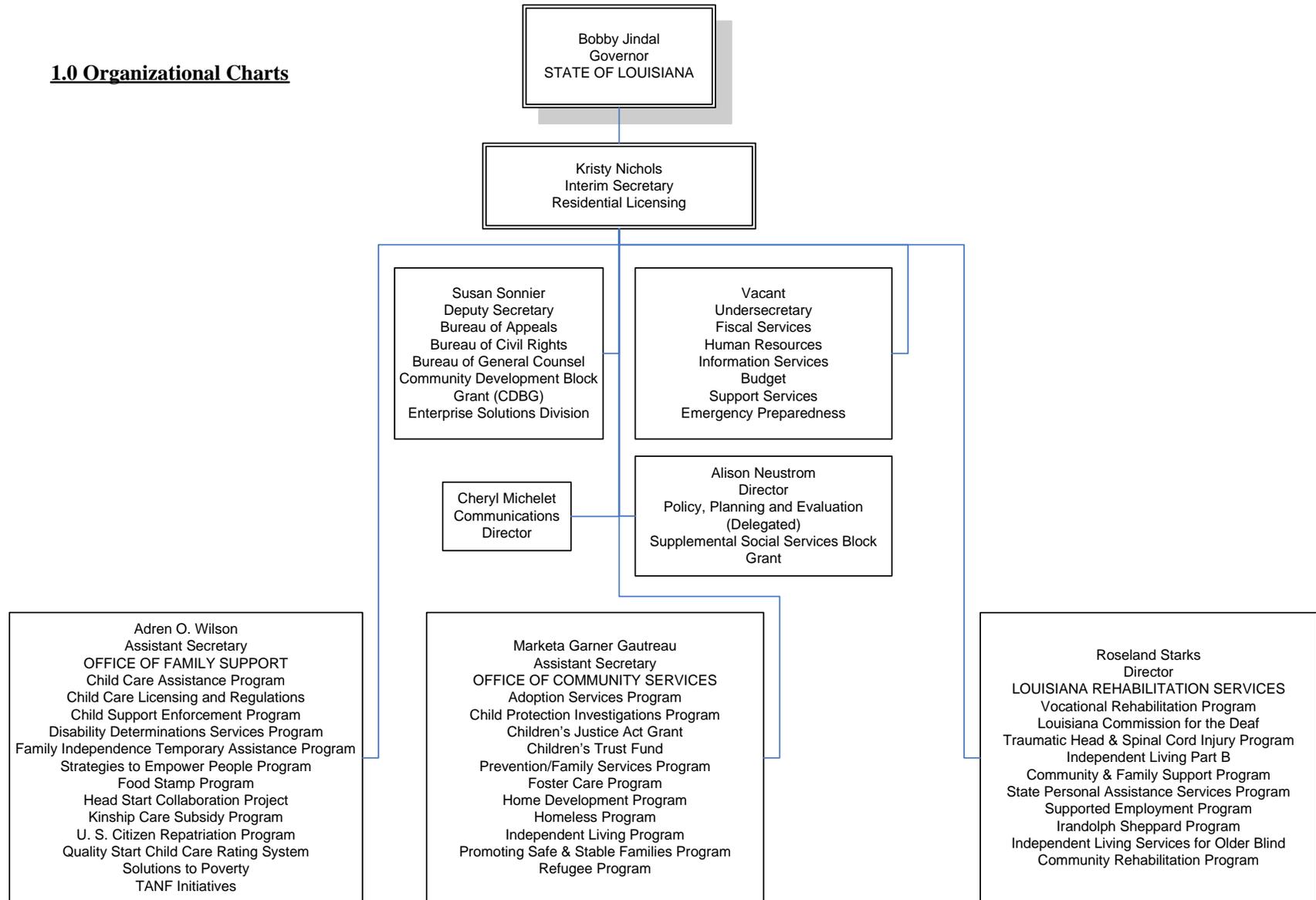
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19. **Training** – This section contains information on training delivered in SFY 2007 – 2008 and new training planned for FY 2009. Additionally, training delivered with Title IV-E funds are included in terms of courses offered, numbers and general positions of prospective trainees as well as estimated costs for 2009.
  
20. **Child and Family Services Review/Louisiana’s Revised/Renegotiated PIP** – This section contains the agency’s renegotiated PIP and summary of the achievement/completion of the PIP.
  
21. **Annual Budget Request for FY 2009** – This portion of the plan contains the estimated expenditures for delivery of Title IV-B, Subpart 2 services, as well as Assurances, Certifications for the CFCIP and ETV program and signature pages. The request for funding (CFS-101) is also contained in this section.

# STATE OF LOUISIANA

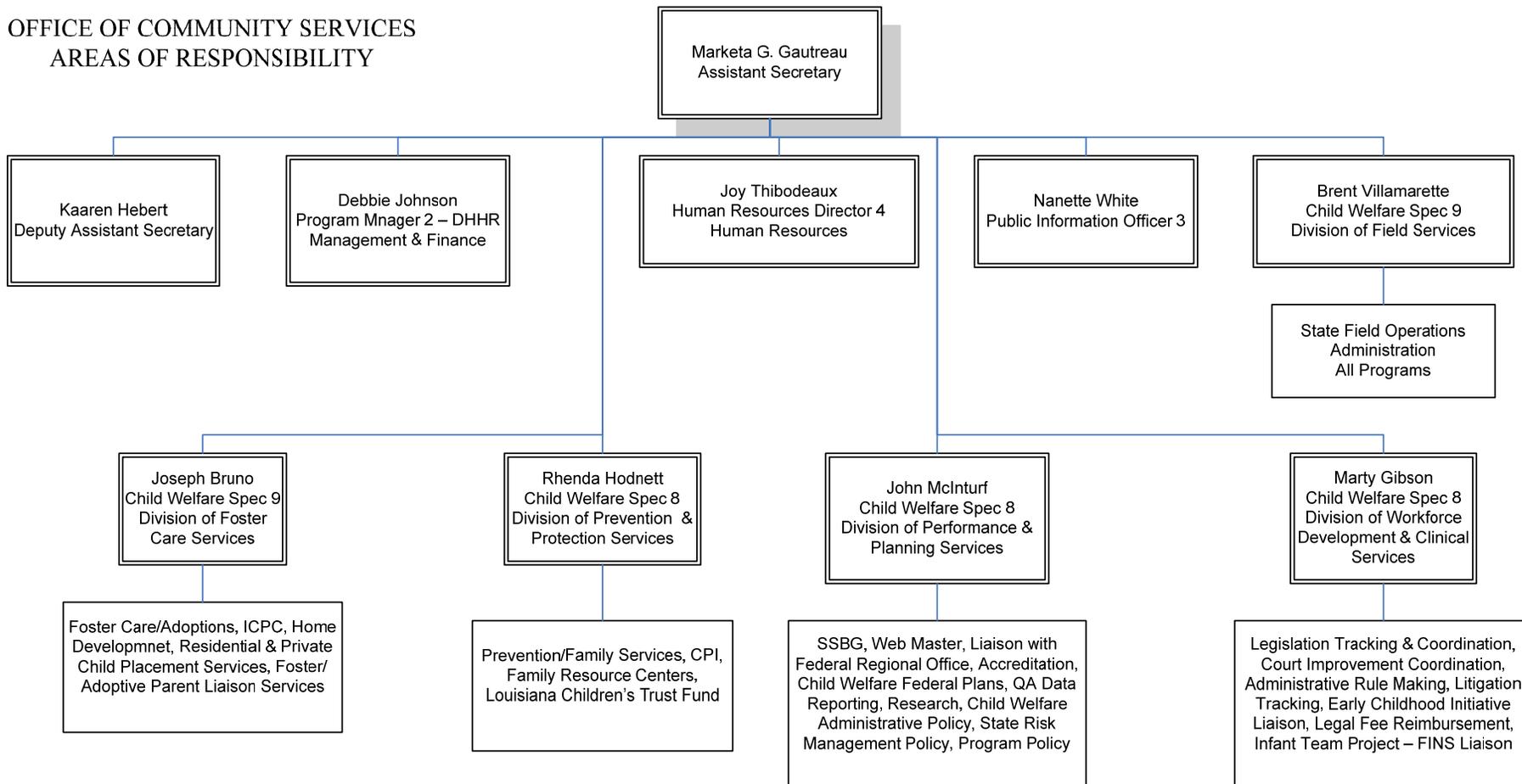
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### 1.0 Organizational Charts



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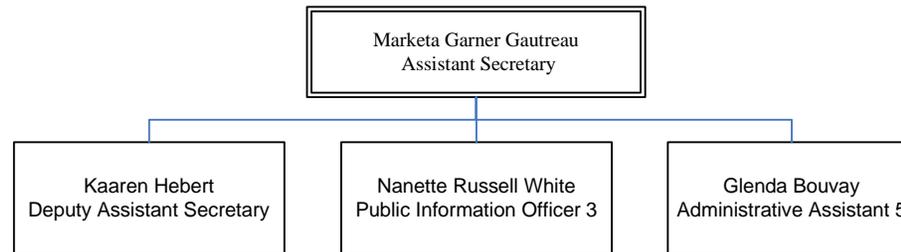
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**AREAS OF RESPONSIBILITY**



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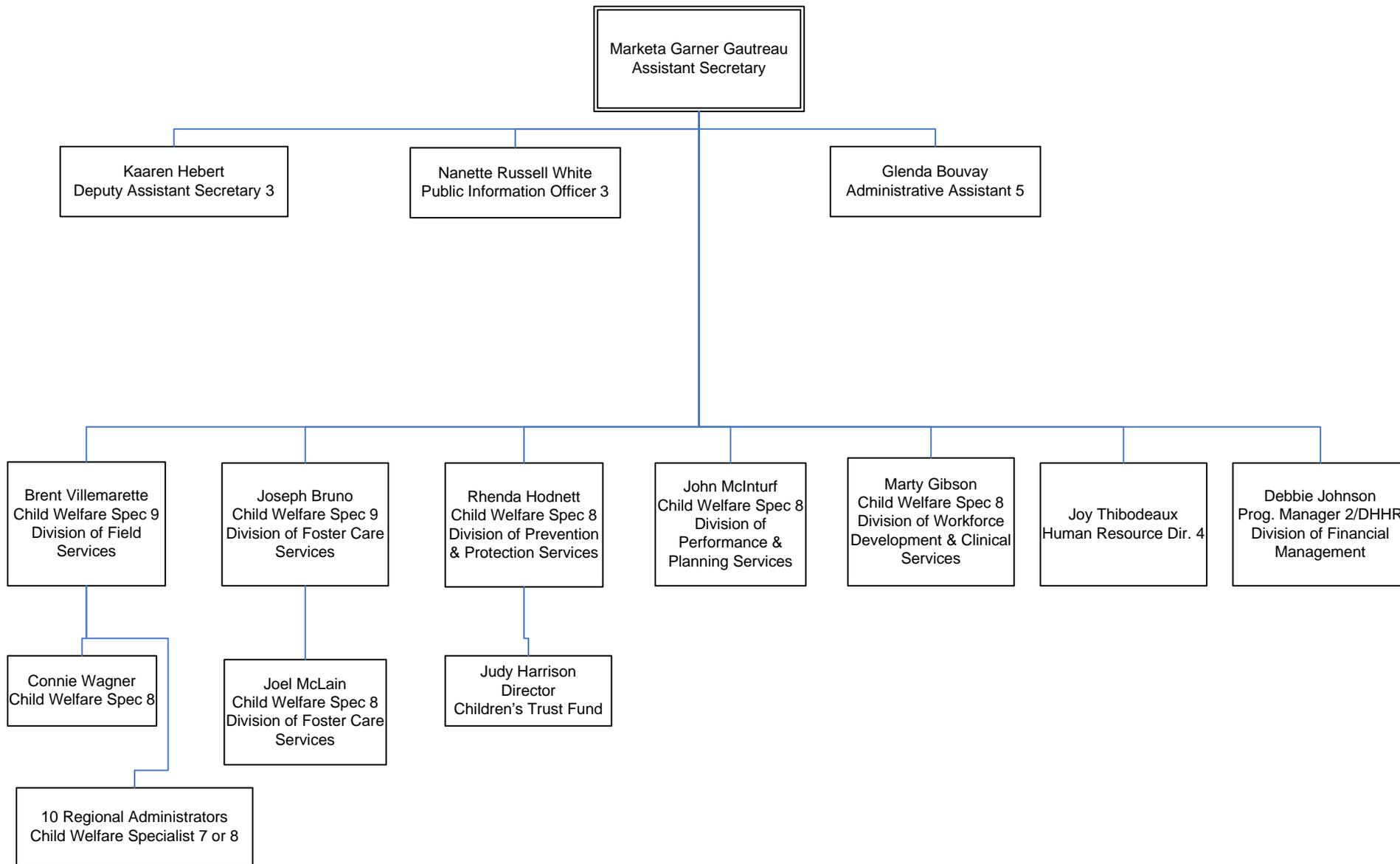
Assistant Secretary's Office



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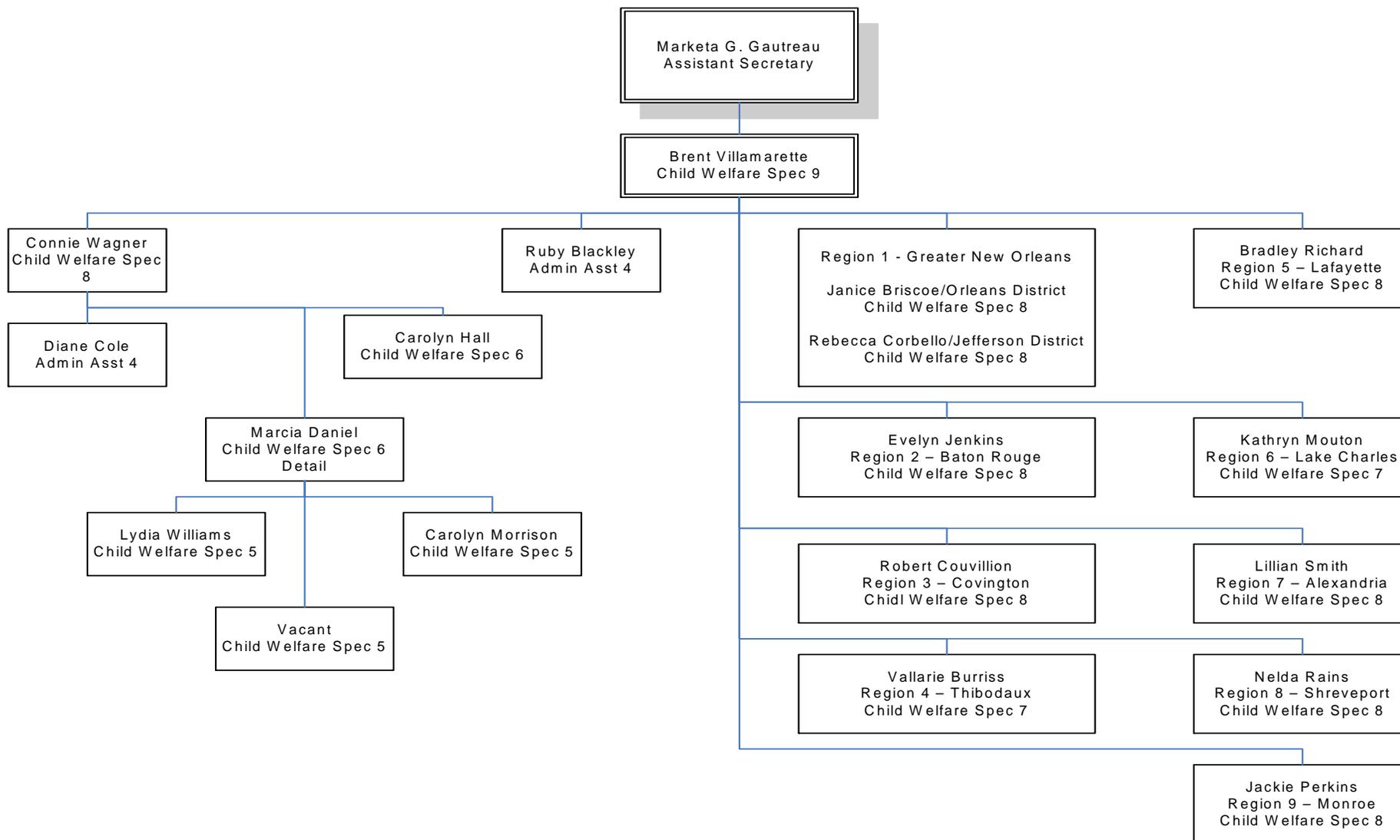
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**OFFICE OF COMMUNITY SERVICES**



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**OFFICE OF COMMUNITY SERVICES**  
**DIVISION OF FIELD SERVICES**



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**2.0 Disaster Plans**

In the aftermath of Hurricane Katrina Louisiana, and other states, experienced circumstances that had never before been experienced in such magnitude and with such far-reaching impact. While disasters had been experienced before, no single prior disaster had the impact of this experience. This event has awakened Louisiana and the child welfare field to the need for more extensive planning for the future. While everyone hopes that there will never again be a disaster with the impact of Hurricanes Katrina and Rita, the reality exists that disasters will occur in the future and planning now can lessen the impact such disasters could have on child welfare programs across the country.

As a result of such planning, the State of Louisiana created an executive order (KBB 06-32) directing that the State and its departments must be prepared to respond in a coordinated, effective and efficient manner to all emergencies and disasters. The Department of Social Services (DSS) has contracted with Innovative Emergency Management, Inc., a consulting firm experienced in emergency planning for large organizations to develop a Continuity of Operations Plan (COOP) to assure continuation of services in the event of a natural or man-made disaster.

The COOP identifies for each agency within the Department essential functions of operation, orders of succession, roster of key employees statewide, delegation of authority in areas of child protection investigations and foster care case management, devolution to regional leadership if state office is inaccessible for 24 hours or more. Alternative work facilities, essential functions and supporting dependencies such as unaccompanied children and foster care case management, ways to support personnel, supplies, and other necessities so that work can be carried on, and alternative providers and modes of communication are also addressed. (Refer to page 17.)

The DSS Continuity of Operations Plan/Continuation of Government (COOP/COG) addresses six essential functions that must be in place within 48 hours of a disaster. They include:

- Providing child protective services and child protection investigations,
- protecting children separated from their primary caretakers,
- providing foster care case management services to children in state custody,
- providing a mechanism to remain in ongoing communication with staff and essential personnel who are displaced because of disaster,
- providing a system to preserve essential program records and
- coordination of services and sharing of information with other states.

In the tasks and responsibilities listed below, these COOP/COG responsibilities have been included. Those individuals with COOP/COG Responsibilities are listed first (see attachment submitted with this document.)

DSS policy was also developed to address emergency preparedness. Administrative/Fiscal policy on Emergency Preparedness was issued on May 22, 2007 and details the Department's responsibilities for emergency preparedness and the continuation of services. The policy is as follows:

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**I. Introduction**

**A. Purpose**

The purpose of this policy is to affirm that DSS supports the emergency preparedness goals of the State to ensure the safety and welfare of Louisiana citizens during emergencies and disasters. In addition, the policy defines the Department's role and responsibilities in carrying out the emergency functions of mass care, housing, and human services when people are forced to leave their homes in actual or threatened emergencies and disasters. DSS and the Department of Public Safety and Corrections (DOC) are the two primary responsible agencies for Emergency Support Function (ESF) 6. DSS has the primary responsibility for coordinating mass care, housing, and human services; and DOC has the primary responsibility for coordinating mass feeding.

**B. Scope**

There are many types of events that may result in the implementation of this policy. Large-scale natural and technological disasters include such events as hurricanes, flooding, tornadoes, and hazardous material accidents. Local government has overall responsibility to protect Louisiana citizens during emergencies and disasters. However, some events, whether natural or technological, are of such severity or magnitude as to exceed or overwhelm the capability of local authorities to respond. In such events many state departments and agencies at the state level will supplement local response and recovery efforts.

When an emergency is declared, an evacuation order may be issued for the population of the affected area. Evacuation is defined as the orderly removal of people from an area threatened by disaster to a place of safety. Hurricane is a likely reason for mass evacuation and presents the most intense evacuation scenario. The number of people requiring evacuation fluctuates with the size of the event and other factors such as weather. When people are evacuated from their homes, temporary shelters are provided through the coordinated efforts of many state and local agencies and voluntary organizations. At the state level, DSS is responsible for managing, staffing, and coordinating mass care, housing, and human services as set forth in this policy.

**II. Statutory Authority**

**A. Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)**

The GOHSEP has statutory authority under Louisiana R.S. 29:721 et seq. to exercise overall direction and control of emergency and disaster operations for the State of Louisiana. In this role the GOHSEP develops the State's Emergency Operations Plan (EOP) which outlines the concept of operations, direction and control, and responsibilities of all agencies and resources mobilized by the State to assist in responding to and recovering from a disaster. GOHSEP is responsible for implementation of the EOP when the situation warrants. Should the governor declare a state of emergency, the plan will automatically be activated.

**B. Executive Order KBB 2005-18**

Executive Order KBB 2005-18, signed by Kathleen Babineaux Blanco on July 11, 2005, reaffirms GOHSEP's statutory responsibilities regarding emergency management and assigns primary and supporting functional responsibilities to state departments and agencies. Each state department assigned a primary emergency function is responsible for coordinating the planning

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and response activities of the support agencies under that emergency function. DSS has been assigned the primary emergency function of Mass Care, Housing, and Human Services during emergencies and disasters (Emergency Support Function ESF-6.).

C. Departmental Conformance

DSS will adhere to the requirements of the State Emergency Operations Plan (EOP) and Executive Order KBB 2005-18 in implementing and fulfilling its emergency support function responsibilities during emergencies and disasters. As the primary state agency assigned mass care, housing, and human services coordination responsibilities, the Department has developed the DSS ESF-6 Mass Care, Housing, and Human Services Annex which is an Annex to the State EOP. The Annex contains the Department's concept of operations and the assignment of responsibilities in the mass care, housing, and human services function. The Department is responsible for fulfilling its obligations as presented in the State EOP and the Department's Annex. Each department assigned an emergency function must coordinate its efforts through the GOHSEP Emergency Operations Center (EOC) during an emergency/disaster. The EOC is the command and communications center for response operations, located at the Governor's Office of Homeland Security and Emergency Preparedness, 7667 Independence Blvd., Baton Rouge, Louisiana. During an emergency/disaster, the DSS Emergency Coordinator or a member of the DSS EOC team will be located at the EOC around the clock.

**III. Organization and Assignment of Responsibilities**

DSS will accomplish its primary emergency responsibility for mass care, housing, and human services through assignment of DSS employees in the major operating units of the Department to work in shelters. These major operating units and their responsibilities are as follows.

A. Louisiana Rehabilitation Services (LRS)

In normal operations, LRS, in the Office of the Secretary (OS), assists persons with disabilities to obtain or maintain employment and/or achieve independence in their communities by providing rehabilitation services and working cooperatively with business and other community resources. In emergencies/disasters, LRS employees will be assigned locations as needed. In addition, LRS and its employees and/or contracted facilities/programs are responsible for routine and emergency services for LRS clients/families during and following an emergency/disaster.

B. Office of Community Services (OCS)

In normal operations, OCS provides the public child welfare functions of the state and administers the federal grants for services directed at meeting the special needs of Louisiana's most vulnerable citizens. In emergencies/disasters, OCS employees will be assigned locations as needed. In addition, OCS will be responsible for routine and emergency social services to its clients.

C. Office of Family Support (OFS)

In normal operations, OFS plans, develops, and administers the food stamp program and all cash assistance programs in DSS. In emergencies/disasters, OFS employees will be assigned locations as needed. In addition, OFS will provide routine and emergency services to its clients. OFS also provides special services during and following emergencies and disasters including

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dispensing of federal and state financial assistance and administering an amplified Food Stamp program.

D. Office of Management and Finance/Office of the Secretary (OMF/OS)

In normal operations, OMF/OS provide the management support system for the Department. In emergencies/disasters, OMF/OS staff will be assigned locations as needed. In addition, OMF will provide, upon direction of the Secretary, the procurement and logistical support required for operations and maintain a record of manpower and equipment used to cope with an emergency/disaster incident. This information may be requested by the GOHSEP to help determine the state's contribution in the event a request is made by the Governor for federal assistance.

1. OS/DSS General Counsel

The DSS General Counsel provides legal counsel to DSS executive staff as needed during a state emergency/disaster and foresees areas of potential legal liability.

2. OS/DSS Press Secretary

The DSS Press Secretary maintains ongoing public information programs concerning the policies and programs of the Department. During emergencies/disasters, the public information programs will be coordinated with the GOHSEP Public Information Office. (Refer to DSS Policy 1-17, DSS Media Relations.) The GOHSEP EOP and Executive Order KBB 2005-18 also assign the Department support responsibilities for communication and warning, damage assessment, donated goods, emergency direction and control, information management, mass feeding, and public information. DSS will respond as required to carry out support responsibilities.

**IV. Departmental Direction and Control**

A. Departmental Level

The Secretary of the Department has overall responsibility for the emergency responsibilities assigned to DSS. Departmental emergency preparedness responsibilities are under the authority of the Undersecretary. The Undersecretary shall appoint and supervise the DSS Emergency Preparedness Coordinator and the DSS Assistant Emergency Preparedness Coordinator, as well as a Continuity of Operations Plan (COOP) Coordinator, who will prepare and maintain plans, procedures, arrangements, and agreements to ensure that the organization will continue to carry out its mission in an emergency or disaster. The DSS Emergency Coordinator and State EOC Team will be responsible for compiling and maintaining a statewide shelter directory and tracking available shelters and the evacuees sheltered in them during an emergency/disaster.

In an emergency when Louisiana citizens are evacuated from their homes, the DSS Emergency Preparedness Coordinator will mobilize Departmental resources and personnel, reassigning them to address critical needs related to mass care, housing, and human services. The Department has established readiness procedures that ensure proper training, availability and notification of DSS employees and availability of necessary materials and equipment in an emergency.

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The DSS Emergency Preparedness Coordinator shall organize the emergency response activities of all DSS Offices before, during, and after the emergency/disaster and make decisions related to overall staff deployment. During an emergency/disaster, the DSS Emergency Preparedness Coordinator, or a member of the DSS EOC team, will be at the EOC to provide updates and guidance to the Regional Managers/Regional Administrators regarding the activation and operation of the Regional Special Needs Shelters as well as address staffing issues for parish and other local general population shelters.

**B. Departmental Employees**

Many DSS employees will be assigned tasks not routinely encountered in their usual job responsibilities but which are within the realm of their responsibilities as employees of the department for management and coordination of mass care, housing, and human services operations. These tasks relate to the emergency function of the Department of Social Services engaged as Emergency Support Function ESF-6.

1.) DSS, as ESF-6 Mass Care Operations, Housing, and Human Services, is responsible for all DSS employees who are subject to assignments working in shelters and assigned locations during emergencies and disasters; however, DSS employees who evidence a desire to work in shelters will be assigned first. Many DSS employees may be required to cross parish lines in fulfilling the Department's mass care, housing, and human services responsibility, if necessary. DSS shall make this policy available to all employees and shall document receipt of the policy by each employee. Upon receipt, each employee will be asked to sign the Emergency Preparedness Policy Acknowledgement Form, which includes the following statement: I hereby acknowledge that I have received a copy of the DSS Emergency Preparedness Policy, 1-2; and as a DSS employee, I understand that unless specifically granted an exemption, if needed, I will be required to work at an assigned location and/or on assigned disaster operations tasks. Such work will be performed in accordance with DSS Policy and Procedure relating to emergency preparedness. The signed copy shall be retained in the employee's personnel file, in accordance with Office guidelines.

2.) 24-Hour Activation of Shelters and Other Designated Locations Once activated, and ordered to stand up, shelters and other designated locations shall be staffed around the clock until deactivated, closed, ordered to stand down, or the need no longer exists.

3.) Notification and Recall Procedures -Regional Managers/Regional Administrators (RM/RAs) shall implement the department's notification and recall system to notify DSS employees when they are assigned to work under ESF-6 Mass Care, Housing, and Human Services. Procedures shall be developed which include the use of telephone tree listings and standby notification, on duty notification, stand up and stand down notification when the shelters are initiated and deactivated. All DSS employees are responsible for keeping their home phone numbers, pager numbers, cell phone numbers, etc. current with their supervisors. DSS employees will respond to requests to duty assignments as such requests are channeled through the DSS "calling tree" for the region in question. Employees reporting for duty other than for a duty assignment through the DSS "calling tree" are considered to be volunteers and are not eligible for compensation under DSS Policy 4-10, Human Resources Procedures for Disaster Operations or any other DSS payment plan.

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4.) The Personal Disaster Emergency Preparedness Plan training presentation has been added to the new employee orientation packet. The DSS Safety Officers train all employees on developing their personal plans annually. If a DSS employee is unable to comply with this policy due to a lack of preparedness, they may be subject to disciplinary action.

5.) Exemption Policy -DSS recognizes its responsibilities during emergencies and disasters and also recognizes that certain employees may have circumstances that would limit their ability to be of service and has created procedures for employee exemptions.

6.) Human Resources Procedures for Disaster Operations - Refer to DSS Policy 4-10, Human Resources Procedures for Disaster Operations for policy and procedures relating to overtime compensation for DSS employees who are designated to work in an emergency preparedness, response or recovery activity.

**Case Planning After a Disaster (Continuity of Services for Children in Care)**

In addition to the COOP and development of DSS policy, the Office of Community Services asked AdoptUsKids to prepare a reference guide for their staff who might face future situations where children in care are displaced from the State or their parish of jurisdiction, from their birth parents, from their case workers and/or from the courts that held jurisdiction. Continuing efforts to achieve permanency for children in care becomes a greater challenge in the wake of such calamity.

The Case Planning Desk Reference for Emergency Situations was developed is to assist the worker in developing a well-informed recommendation to the court based upon thoughtful planning and sufficient information. It is not intended to make individual case decisions but rather to ensure critical elements are considered. While there may not be answers to every question, using these questions as a guide will assist in providing documentation to support and inform a caseworker's recommendations.

This guide is based upon two basic assumptions: 1) Safety of the child is first and foremost, and 2) Obtaining permanency that affords a sense of belonging is first and foremost in a child's or youth's case plan. While it is recognized that the ultimate decision maker will be the court of jurisdiction, the agency has an obligation to provide the court with critical information and the rationale considered leading to any recommendation they may make to the court.

**Emergency Preparedness (Efforts for communication with caseworkers and other child welfare personnel)**

Additional ways in which OCS has prepared for a disaster include: the development of policy for emergency preparedness for foster and adoptive parents (Chapter 9-210, 9-220); mandatory coverage of emergency preparedness in orientation of foster adoptive parents (Chapter 9-435); and the Department's 1-888-LAHELPU (1-888-524-3578) phone line developed as a point of contact for staff, foster/adoptive parents, children in foster care and biological parents where they can obtain the most recent news about DSS operations and office closures.

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The toll-free 1-888-LAHELPU phone line includes four options and provides DSS consumers with the ability to make requests for services and update their case information as needed.

When calling 1-888-LAHELPU during emergencies, four automated options will be available:

- **Option 1** – Allows OCS clients, foster parents, children in state custody and relatives caring for children in state custody to provide DSS with information about their evacuations, destinations and needs.
- **Option 2** – Allows LRS consumers to provide DSS with information about their evacuations, destinations and needs.
- **Option 3** – Allows OFS family-assistance consumers to provide DSS with information about their evacuations, destinations and needs and offers the automated services.
- **Option 4** – Allows DSS staff members to obtain current information on DSS operations and office closures and emergency responsibilities.

**Preservation of Essential Program Records**

DSS began a digital document imaging pilot project in the Calcasieu OCS and Office of Family Support and Family Assistance (OFS/FA) offices in February 2007 in response to documents being lost as a result of Hurricanes Katrina and Rita and to expand the department's enterprise approach to delivering social services. Sixteen documents are currently being imaged by these agencies. They include:

Birth Certificates

Identity Documents (Drivers License, ID Cards, etc.)

Social Security Card

Immunization Records

Marital Status Documents

Acknowledgements of Paternity

Proof of Income

Court Orders:

- Custody Decrees
- Adoption Decrees
- Orders to Deliver Services
- Protective Orders
- Emancipation Orders
- Surrenders
- Child Support Orders
- Name Changes
- Paternity Judgments

Since the commencement of the pilot has 17,709 documents have been imaged.

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Our estimated begin date for rolling out to additional offices is August 2008. We will begin rolling out below Interstate-10/Interstate-12 corridor on an East to West and South to North plan and will be aligned with Information Technology's refresh project of all office computer equipment.

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**OCS STATE OFFICE**  
**DISASTER TASKS AND RESPONSIBILITIES**

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The DSS Continuation of Operation Plan/Continuation of Government (COOP/COG) addresses three essential functions that must be in place within 48 hours of a disaster.

They include:

- Providing child protective services and child protection investigations,
- Seeking and protecting children separated from their primary caretakers, and
- Providing foster care case management services to children in state custody.

In the tasks and responsibilities listed below, these COOP/COG responsibilities have been included. Those individuals with COOP/COG Lead Responsibilities are listed first.

---

- Marketa Gautreau – (Assistant Secretary)
  - Provide specific approvals to the Director of Programs as needed
  - Coordinate agency efforts with command center
  - Provide direction for other extraordinary service delivery
  - Coordination of media contacts and consistency of information provided to the media
  - Coordinate and share information with agency heads in other states
- Kaaren Hebert - (Deputy Assistant Secretary)
  - Contact Assistant Secretary to receive approval and to put in motion the following: (if necessary during a disaster)
    - Change in CPI Investigation prioritization, including communication of prioritization to lead, field and first line responders
    - Special search and shelter procedures, when an emergency results in children being separated from caretakers
    - Extraordinary case management services to meet the needs of children in state custody
  - Provide direction and approval for any extraordinary purchases
  - Track and respond to those wanting to give money
- Cindy Phillips (CPI Section Administrator)
  - Lead for essential function of providing child protective services and child protection investigations including:
    - Ensure that the public has a way of reporting child abuse
    - Provide a limited hierarchy of intake to only those life-threatening cases in time of crisis
    - Provide child protection investigation services
    - Establish links to court system for placement authority
    - Establish links to law enforcement for investigation assistance and emergency custody
  - Address in and out of state CPI issues
  - Coordinate services and share information with other states regarding CPI

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- Rhenda Hodnett – (In-Home Services)
  - Establish special shelter(s) and facilitate special search actions when a disaster results in children being separated from caretakers
    - Implement procedures to identify children separated from primary caretakers
    - Establish shelter(s) or placement resources to house and protect children
    - Coordinate efforts with NCMEC Team Adam to locate primary care providers for separated children
  - Address in and out of state family services issues
  - Coordinate services and share information regarding in-home services with other states
  
- Joseph Bruno and Joel McLain – (Out-of-Home Services)
  - Provide foster care case management services to children in state custody
    - Ensure that children are evacuated to safety during mandatory evacuations
    - Establish a case management unit to support foster parents and children
  - Address foster care and home development issues
  - Coordinate services and share information regarding out-of-home services with other states
  
- Connie Wagner - (Field Services Division Assistant Director)
  - Implement changes in staff utilization in support of COOP/COG mandates
  - Coordinate use of displaced staff in state office and regions
  - Coordinate work with personnel section on staff utilization
  - Coordinate efforts in support of displaced and/or traumatized staff
  
- Candace LeBlanc (Office of General Counsel) or designees
  - Represent OCS in court
  - Work with court(s) to setup extraordinary procedures in time of disaster
  
- Walter Fahr - (Liaison to NCMEC)
  - Contact National Center for Missing and Exploited Children (NCMEC) Team Adam to seek assistance in finding parents of separated children.
  - Serve as direct liaison to Team Adam
  
- John McInturf – (Performance and Planning Services Director)
  - Point of contact on OCS statistics reported to outside entities and media
  - Coordinate data exchanges with outside entities
  - Technical assistance on setup of computer, data and communication systems
  - Coordinate DSS website information relating to emergency response
  
- Bruce Daniels - (Adoption Section Administrator)
  - Put in place people and procedures for handling incoming calls and collection of information from callers
  - Address adoption subsidy issues

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- Barbara Mays - (Policy Administrator)
  - Organize and coordinate board payment issues and check distribution as needed
- Karla Venkataraman – (Program Manager/Home Development)
  - Coordinate response to individuals wanting to become foster parents for disaster related children
- Jan Byland – (Legal Coordinator)
  - Tracks and respond to those offering to donate services
  - Address issues with CEP providers
- Dianne Kirkpatrick - (Resource Development Administrator)
  - Contact and track whereabouts of residential facilities, PFC and children hospitals to confirm safety of children
  - Address issues relating to Residential, PFC and children in hospitals
- Marilee Cash - (Eligibility Administrator)
  - Coordinate and address issues relating to Medical cards
- Leola McClinton – (ICPC Administrator)
  - Address ICPC issues with the field in support of foster parents and relative placements
- Bridget Clark – (Planning Administrator)
  - Coordinate work with ACF and external partners
  - Draft federal waiver requests
  - Coordinate work with National Resource Centers
- Bill Vincent – (Research and Quality Assurance Administrator)
  - Prepare download from computer systems to begin tracking clients, providers and workers
  - Input and manage client, provider and worker tracking database
  - Provide data reports to support recovery efforts
- Karen Faulk – (Prevention Program Manager)
  - Coordinate search efforts for missing family services cases
- Celeste Skinner - (Foster Care Program Manager)
  - Address issues relating to displaced YAP and soon to be aging out youth
  - Address issues relating to displaced independent living providers

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**3.0 Quality Improvement**

DSS/OCS has decided to pursue re-accreditation through the Council on Accreditation (COA). Accreditation is a comprehensive process by which the agency goes through a self-study and on-site review by peer reviewers in order to achieve the highest recognition for delivering quality child and family services that comply with nationally recognized standards of best practices. Every aspect of the Agency's functions are included in the accreditation process and it sets the standards for the quality of service delivery to the clients we serve.

The driving force of accreditation is the quality improvement efforts through a Continuous Quality Improvement (CQI) process and a traditional quality assurance (QA) system the Agency engages in. CQI meetings are held on a regular basis at both the state and regional levels. Staff and community partners come together to focus on issues affecting the organization and service delivery.

The CQI process involves leadership endorsement of the process and the training and support of staff. The component of analyzing and reporting data is primarily done through case record reviews; however, the State has other data sources that allow the agency to measure service delivery and our implementation of the CFSR outcome indicators.

In recent years, the agency has conducted a Peer Case Review (PCR) process. This process has involved case record reviews using a multi-tiered process, the first tier being a monthly case record review using the QA 1 review instrument. Tier two involved the annual review of 25-30 case records across all program areas in each region. Tier three involved stakeholder focus groups.

The Peer Case Review (PCR) process for the 2005-2006 SFY was completed in two regions prior to the storms of 2005. Due to staff time and travel costs involved in the PCR process, the agency made the decision to cancel the remainder of scheduled reviews for the 2005-2006 state fiscal year (SFY). The traditional QA reviews continued in most of the State without cessation and reviews resumed in the Greater New Orleans Region, Orleans and Jefferson Districts in January, 2007.

Later in 2007, the agency revised the PCR process and those reviews resumed in October, 2007. Three reviews were conducted in SFY 2007 – 2008 prior to being postponed due to staffing and budget issues. The Orleans review is scheduled to be held July 7 – 11, 2008, with reviews in the remaining 6 regions/districts to be scheduled through March 2009, prior to the CFSR period under review. The agency will resume this process in July, 2008, to obtain data on outcome measures.

Overall, the agency will be working to strengthen the CQI process and to increase the utilization of data to identify areas needing improvement and to determine if the action plan developed to address the issue is impacting the outcome. Traditional QA reviews will also be completed on a monthly basis.

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**Additional Case Reviews**

In December and January 2008, 357 cases were reviewed to determine the percentage of children that were being visited by their case worker on a monthly basis and the percentage that were visited in the child's place of residence. The review, conducted using a special review instrument on 357 OCS cases and 9 Office of Youth Development (OYD) cases, revealed that in 55% of the cases reviewed children were visited once monthly and of that 55%, 82% of cases showed the child was visited in the child's place of residence. The agency will continue to conduct an annual review through 2011. For additional information on this process refer to page 125.

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**4.0 Baseline Data/Performance Measures**

In 2007 Louisiana had several consults with the National Resource Center for Child Protective Services (NRCCPS) to understand changes that occurred during the time of the increases in foster care entries. Our Quality Assurance Section sent numerous data sets to the NRCCPS and the data was converted into a more readily understandable format. For this reporting period, OCS has added SFY 2007 data. The following is a discussion of the data sets and whether the variables appear to have had an effect on foster care entries.

I. Number of children who entered OCS custody during State Fiscal Years (SFY), 2000 through 2007

**Entries into Care (increases)**

SFY 2002	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Decrease 07/06	Decrease 07/06
2,355	2,450	4%	2,638	8%	2,845	8%	3,644	28%	3488	-4.3%	-156

Data drawn from CPI-FCpopValRateSLloyd.xls

Table 1 shows the percentage increases between fiscal years starting with SFY 2002. The number of children coming into care in FY 2002 was 2,355 children and the number coming into care in 2003 was 2,450, so the percentage increase between those SFY's was 4%. The next two years increases were 8%, then 8%, which could be described as general increases in foster care entries.

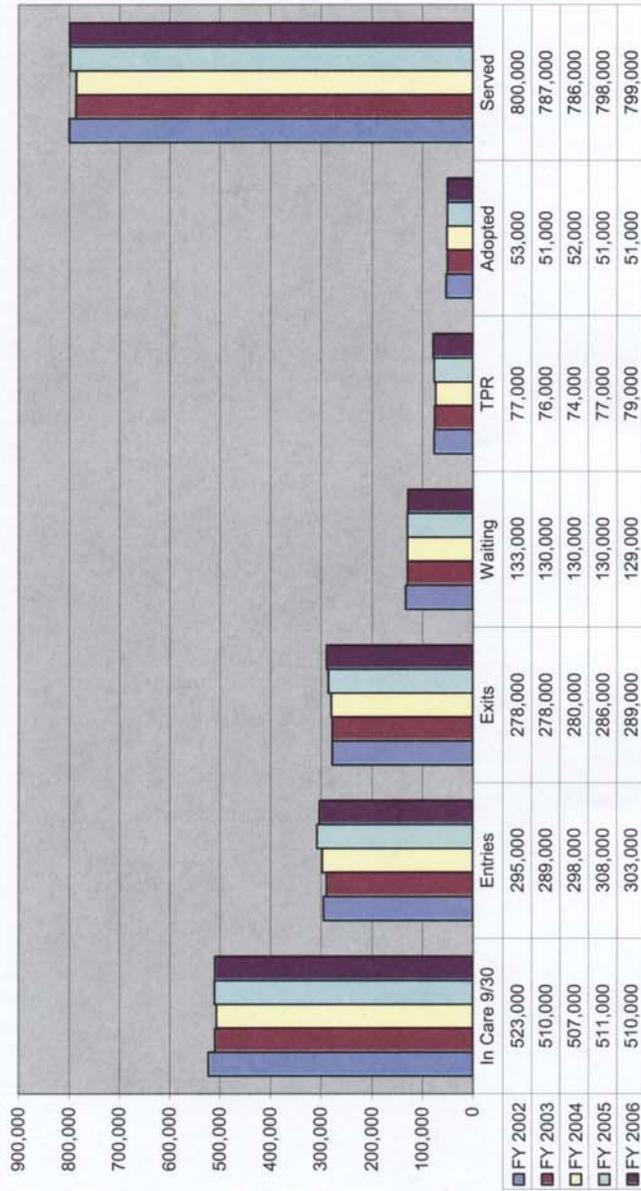
Then there is a large increase of entries into care in SFY 2006 from the preceding year. From SFY 2005 to SFY 2006 the foster care entries increased by 799 children, 28%. This is obviously a very concerning number for many reasons. Twenty eight percent increase from one year to the next mandates careful analysis of the possible reasons. Subsequently there has been a - 4.3% decrease from SFY 2006 to SFY 2007. Although the data indicates there has been a slight decrease from the previous SFY, foster care entries continue to be on an incline as compared to previous years.

The general increase in foster care entries through this decade are also occurring on a national level, which helps to explain the general increases. (Refer to table below.)

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**Trends in Foster Care and Adoption--FY 2002-FY 2006**  
 (Based on data submitted by states as of January 16, 2008)  
 Source: AFCARS data, U.S. Children's Bureau, Administration for Children, Youth and Families



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**Discussion of "Trends" Chart**

The data in the chart were submitted to the Adoption and Foster Care Analysis and Reporting System (AFCARS) by States, the District of Columbia and Puerto Rico by January 16, 2008.

**Sub-population Definitions**

1. **In foster care on the last day of the federal fiscal year (September 30):** This is an estimated count of all the children in foster care on the last day of the year. An individual child is included in the count for each year for which he or she is in foster care on the last day.
2. **Entering care during the federal fiscal year:** This is an estimated count of all children who enter foster care during the year. An individual child is counted only once for each year, even if the child entered, exited and re-entered care during the year. If an individual child entered in one year and then exits and re-enters in a subsequent year, he or she is included in the count of entries for both years.
3. **Exiting care during the federal fiscal year:** This is an estimated count of all children who exited foster care during the fiscal year at the end of their most recent foster care episode. An individual child is counted only once for each year, even if the child exited, re-entered and exited again during the year. If an individual child exits care in one year and then re-enters and exits again in a subsequent year, he or she is included in the count of exits for both years.

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4. **Whose parental rights have been terminated (TPR):** This is an estimated count of the children in care on the last day of the year who are both waiting for adoption and whose parental rights have been terminated. An individual child is counted only once for each year. An individual child is included in the count for each year that he or she has these characteristics on the last day of the year.
5. **Waiting to be adopted:** This is an estimated count of all children who are waiting to be adopted on the last day of the year. An individual child is included in the count for each year in which he or she is waiting to be adopted on the last day. There is no federal definition for children waiting to be adopted. For the purposes of this analysis, children waiting to be adopted include children with a goal of adoption and/or whose parental rights have been terminated. Children whose parental rights have been terminated, who are 16 years old and older, and who have a goal of emancipation are excluded from the "waiting" population. An individual child is included in the count for each year that he or she has these characteristics on the last day of the year.
6. **Adopted:** This is an estimated count of all children adopted during the year with public child welfare agency involvement. An individual child is counted only once for each year. In rare cases when a child is adopted multiple times, the child will be counted in each year he or she is adopted.
7. **Served:** This is an estimated count of all children who were in the public foster care system during the year. This number is the sum of two mutually exclusive groups of children: the children who are already in care on the first day of the fiscal year (as of October 1) and the children who enter foster care during the year. An individual child is counted only once for each year.

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**Technical Discussion**

Ideally, the count in # 1 (in foster care on the last day of the year) plus the count in # 3 (exiting foster care during the fiscal year (reported)) should equal the count in # 7 (served). They are equal in FY 2006 but they are not equal in FY 2002-FY 2005. The difference in those years is 1,000, or less than one tenth of one percent. Most of the difference can be attributed to estimation procedures and rounding.

Examination of the relationship between the number of exits and entries for each year gives the erroneous impression that the number of entries each year is greater than the number of exits even though the number of children in care on September 30 may be steady, be declining, or even be increasing but at a much slower pace than the exit numbers imply. This occurs because in the AFCARS database each child is counted only once and the information included on the child in the database is from their most recent foster care episode. However, there are some children who were in foster care on the first day of the year and exited and re-entered during the year one or more times prior to entering their most recent foster care episode. In addition, they remained in foster care through the last day of the fiscal year (September 30) in their most recent foster care episode. In these circumstances, the exit associated with their "in care" status on the first day of the year is not counted. We estimate that the number of these uncounted exits exceeds 10,000 annually.

There is also a data quality issue which has an impact on the number of exits. AFCARS data are submitted every six months covering a six month period. Sometimes a child is reported during one six month period does not appear in the next period, and there is no record that the child exited. Reviews of these cases have shown that almost all of these are situations in which the child actually exited, but the exit was not reported. However, because the actual number of these "dropped" exits cannot be calculated, they have not been accounted for in the exit count. As this situation has been pointed out to states, the data quality has improved and the number of dropped exits has decreased. The number per year in FY 2002-FY 2006 is estimated to range between 8,000 and 10,000.

States are continually submitting revised data to AFCARS which change many of the numbers reported. However, in FY 2007 the changes in some of the numbers are far greater than has been previously experienced. This is because of major revisions in the data submitted by California. Specifically, the number of children reported as being in care on the last day of each fiscal year (September 30) is about 10,000 fewer in FY 2002-FY 2005 than reported in the chart dated January 2007. This is because California's revised data excludes groups of children it previously included as being in foster care. These groups did not meet the AFCARS population definition. In addition, the numbers reported for children waiting to be

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adopted are much higher than previously reported. This is because California's revised data more comprehensively identified children with a goal of adoption and children for whom parental rights had been terminated, both of which are factors in the definition of children waiting to be adopted. (See #6 above.)

**Data Discussion**

The data show that the decline in the estimated number of children in foster care on the last day of each federal fiscal year (September 30) that has been seen since FY 1998 stopped in FY 2005. Between FY 2004 and FY 2005 the estimated number of children in care on the last day of the fiscal year increased from 507,000 in FY 2004 to 511,000 in FY 2005. It remained virtually flat in FY 2006 at 510,000. A similar pattern is seen in the total estimated number of children served during these years. After declining since FY 1998, the estimated number of children served increased from 786,000 in FY 2004 to 798,000 in FY 2005. It remained virtually flat in FY 2006 at 799,000.

After remaining under 300,000 for most of the years between FY 1998 and FY 2004, the estimated number of entries into foster care exceeded 300,000 in both FY 2005 and FY 2006 at 308,000 and 303,000, respectively. The number of exits which has increased between FY 2004 and FY 2005 from 280,000 to 286,000, increased again to 289,000 in FY 2006, excluding the exits identified in the second and third paragraphs of the technical discussion.

Between FY 2002 and FY 2006, the estimated number of waiting children was approximately 130,000 on the last day of each year. The number of waiting children whose parental rights had been terminated as of the last day of the year has been increasing from 74,000 in FY 2004 to 77,000 and 79,000 in FY 2005 and FY 2006 respectively.

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The increase of 28% between July 2005 and June 2006 was significant. There were a number of events that were likely related to these increases, including Hurricanes Katrina and Rita and two legislative acts that went into effect part of that year. These Acts were Act 148 (now Act 278) and Act 338 (now act 396). The agency predicted the Acts would significantly increase our foster care entries. Additionally, the fiscal impact statements that inform the Louisiana Legislature on the Voluntary Placement Act (Act 278), predicted a majority of these families would be served by our Family Services Program. There have been some explanations that suggest that judges are not willing to give relatives custody, without the Department's supervision, which means custody will be given to the Department. In some instances, the Department is ordered to provide supervision and reunification services for an indeterminate period of time, as well as provide services like tutoring, basic clothing allowances, etc.

II. Age and race of children at the time of foster care entry.

RACE

**Entries into Care (race)**

<b>Race</b>	<b>SFY 2003 N=2445</b>	<b>SFY 2004 N=2595</b>	<b>SFY 2005 N=2835</b>	<b>SFY 2006 N=3639</b>	<b>SFY 2007 N=3488</b>
White	45.5%	45.9%	51.6%	53.5%	53.0%
Black	53.0%	52.7%	46.9%	44.5%	44.5%
Other & Unable to Determine	0.9%	0.7%	1.1%	1.5%	2.5%

Data drawn from SpFCdataJohn, Race

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Race data did not seem to contribute to the increase in entries. We expected that there would be a decrease in African American children coming into care in SFY 2006, since a probable significant percentage of New Orleans residents evacuated out of state due to Katrina. Estimates are that approximately 1/3 of New Orleans residents have not returned, however, a sizable proportion of those residents are still in Louisiana. Additionally statistics show there has been a 1% increase in the "Other and Unable to Determine Category" in SFY 2007. It is believed that there has been an increase in the Hispanic population in the New Orleans area since Hurricane Katrina and that statistic may have contributed to the increase.

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**AGE**

**Entries into Care (age)**

Age	SFY 2003 N = 2,447		SFY 2004 N = 2,595		SFY 2005 N = 2,835		SFY 2006 N = 3,640		SFY 2007 N = 3488	
	#	% Entries	#	% Entries						
0-1Mo	78	3.2%	89	3.4%	110	3.9%	156	4.3%	209	6.0%
>1Mo-11Mo	258	10.5%	249	9.6%	329	11.6%	387	10.6%	416	11.9%
1-2	363	14.8%	376	14.5%	419	14.8%	581	16.0%	592	17.0%
3-4	303	12.4%	309	11.9%	321	11.3%	441	12.1%	440	12.6%
5-7	363	14.8%	382	14.7%	425	15.0%	585	16.1%	552	15.0%
8-10	322	13.2%	307	11.8%	344	12.1%	465	12.8%	376	10.8%
11-14	480	19.6%	564	21.7%	573	20.0%	675	18.5%	592	17.0%
15-18	280	11.4%	319	12.3%	314	11.1%	350	9.6%	341	9.8%

Data drawn from SpFCdataJohn, AgeRanges

Age	SFY 2003 N = 2,447		SFY 2004 N = 2,595		SFY 2005 N = 2,835		SFY 2006 N = 3,640		SFY 2007 N = 3488	
	#	% Entries	#	% Entries						
<3	699	28.6%	714	27.5%	858	30.3%	1124	30.9%	1217	34.9%
3-7	666	27.2%	691	26.6%	746	26.3%	1026	28.2%	962	27.6%
8-14	802	32.8%	871	33.6%	917	32.3%	1140	31.3%	968	27.8%
15-18	280	11.4%	319	12.3%	314	11.1%	350	9.6%	341	9.8%

Age	SFY 2003 N = 2,447		SFY 2004 N = 2,595		SFY 2005 N = 2,835		SFY 2006 N = 3,640		SFY 2007 N = 3488	
	#	% Entries	#	% Entries						
<8	1365	55.8%	1405	54.1%	1604	56.6%	2150	59.1%	2179	62.5%
8-18	1082	44.2%	1190	45.9%	1231	43.4%	1490	40.9%	1309	37.5%

Proportionately, children appear to be younger in the foster care entries in Louisiana. One of our early hypotheses was that the Juvenile Justice reforms of this decade would increase our numbers of older foster care entries, since this population is usually teenagers. One of the major impetuses of the Juvenile Justice reforms was to reduce the number of youths in correctional facilities and return them to the local communities. We expected that a large number of these youths would end up in Foster Care. The “age” data does not support that hypothesis. Our foster care entry cohort is younger with the percentage increase of those children less than 8 years of age from SFY 2003 to SFY 2006 increased from 55.8% to 59.1% of the entries. Attached please find Figure 3-4 Victimization Rates by Age Group, 2004 from ACF, which reflects national trends of the proportion of younger children coming into foster care increasing at similar rates to Louisiana’s.

Even though we have had substance exposed laws on the books since 2005, the reports are increasing as reporters become aware of their responsibilities to report circumstances in which substance exposure is suspected. As the incidents of reports increase the foster care entries increase.

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In 2007, 768 drug exposed newborns, statewide were reported to OCS. Our data indicates that 200 of these newborns came into Foster Care. These were often high risk cases of poly substance abusing mothers, wherein the initial safety assessment indicated that the newborn, and most of the siblings were not safe, thereby, resulting in Foster Care placement.

III. Reason for Placement

**Table 4 Foster Care Open Reason**

<b>FC Open Reason</b>	<b>SFY 2003 N=2446</b>	<b>SFY 2004 N=2595</b>	<b>SFY 2005 N=2835</b>	<b>SFY 2006 N=3640</b>	<b>SFY 2007 N=3539</b>
Abandonment	3.4%	3.1%	3.3%	2.4%	1.8%
Physical Abuse	10.0%	11.0%	11.3%	10.7%	9.1%
Maltreatment	1.6%	1.1%	0.9%	0.9%	0.6%
Neglect	79.4%	80.6%	79.1%	81.2%	84.2%
Other	0.0%	0.3%	0.7%	0.5%	0.0%
Sexual Abuse	4.6%	3.0%	4.2%	3.8%	3.8%
Surrender by Parent	0.2%	0.3%	0.2%	0.1%	0.2%
Voluntary Placement	0.7%	0.7%	0.4%	0.5%	0.3%

Data drawn from SpFCdataJohn, Open Reason

There appears to be a slight increase in the Foster Care Open Reason for neglect over the past four years that could be explained by the addition of the prenatal substance exposure allegation. Data on foster care open reasons contribute very little to understanding the increase in entries.

IV. Type of initial placement Payable or non-payable

<b>Family Settings Vs Facilities Date of New Foster Care Entry</b>										
	<b>SFY 2003</b>		<b>SFY 2004</b>		<b>SFY 2005</b>		<b>SFY 2006</b>		<b>SFY 2007</b>	
	<b>#</b>	<b>%</b>								
<b>Family Settings</b>	1,987	90.2%	2,078	87.8%	2,358	92.0%	3,140	95.4%	2949	92.7%
<b>Facility Settings</b>	215	9.8%	289	12.2%	205	8.0%	153	4.6%	232	7.3%
<b>Total</b>	2,202		2,367		2,563		3,293		3181	

<b>Placement in Family Settings Date of New Foster Care Entry</b>										
	<b>SFY 2003</b>		<b>SFY 2004</b>		<b>SFY 2005</b>		<b>SFY 2006</b>		<b>SFY 2007</b>	
	<b>#</b>	<b>%</b>								
<b>Family Settings Total</b>	1,987		2,078		2,358		3,140		2949	
<b>Certified HB Relative</b>	43	2.2%	36	1.7%	54	2.3%	59	1.9%	9	0.3%
<b>Non-Payable Relative</b>	489	24.6%	558	26.9%	628	26.6%	962	30.6%	1226	41.6%
<b>Non-Payable Parent</b>	64	3.2%	62	3.0%	58	2.5%	54	1.7%	54	1.8%
<b>Non-Payable NonRelative</b>	64	3.2%	39	1.9%	106	4.5%	91	2.9%	145	4.9%
<b>Certified HB Non-Relative</b>	1,327	66.8%	1,383	66.6%	1,512	64.1%	1,974	62.9%	1515	51.4%

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Data drawn from SpfCdataJohn, Closure Outcomes By Placement

Relative Placements										
	SFY 2003		SFY 2004		SFY 2005		SFY 2006		SFY 2007	
	#	%	#	%	#	%	#	%	#	%
*Entries	2,450		2,638		2,845		3,644		3,488	
**Family & Facility Settings	2,202	90%	2,367	90%	2,563	90%	3,293	90%	3,191	91.5%
**Certified HB Relative	43	2.2%	36	1.7%	54	2.3%	59	2.2%	9	2.8%
**Non-Payable Relative	489	24.7%	558	27.1%	628	26.8%	962	35.8%	1,226	38.4%
***Total Relative	532	24%	594	25%	682	27%	1,021	31%	1,235	38.7%

The Non-Payable Relative placements increased from 628 to 962, from SFY 2005 to SFY 2006, and to 1,226 in SFY 2007, which reflected a 41.6% increase in relative placements in SFY 2007 – in terms of both numbers (264) and percent of all placements in family and facility settings. Also, Family Settings placements slightly decreased from 3,140 to 2,949, from SFY 2006 to SFY 2007 (191), which may be due to the slight decrease in the overall entrance rates. There was also a decrease from SFY 2006 to SFY 2007 (178) certified relative foster home placements based on the aforementioned decrease. In terms of both numbers, the total percentage remains aligned with the previous year’s figures and the slight decrease may be attributed to the decrease in entrance rates.

V. Population

One possible explanation for the recent year’s increases was that the Louisiana’s general population has increased and the rate of entry per thousand children (under 18 years of age) has remained stable. The table below uses U.S. Census Bureau Population Estimates to calculate the entry rate.

<b>Entries into Care (per thousand children)</b>								
	SFY 2000	SFY 2001	SFY 2002	SFY 2003	SFY 2004	SFY 2005	SFY 2006	SFY 2007
*Population	1,216,220	1,198,030	1,185,879	1,174,984	1,160,282	1,147,651	1,147,651	1,220,307
**Entries	2,450	2,473	2,355	2,450	2,638	2,845	3,644	3,488
Entries/1K	2.0	2.1	2.0	2.1	2.3	2.5	3.2	2.9
* Population under 18 is drawn from U.S. Census Bureau Population Estimates. The Census data does not include a population estimate for 2006. The 2005 population estimate is used for 2006.								
** Data drawn from CPI-FCpopValRateSLloyd								

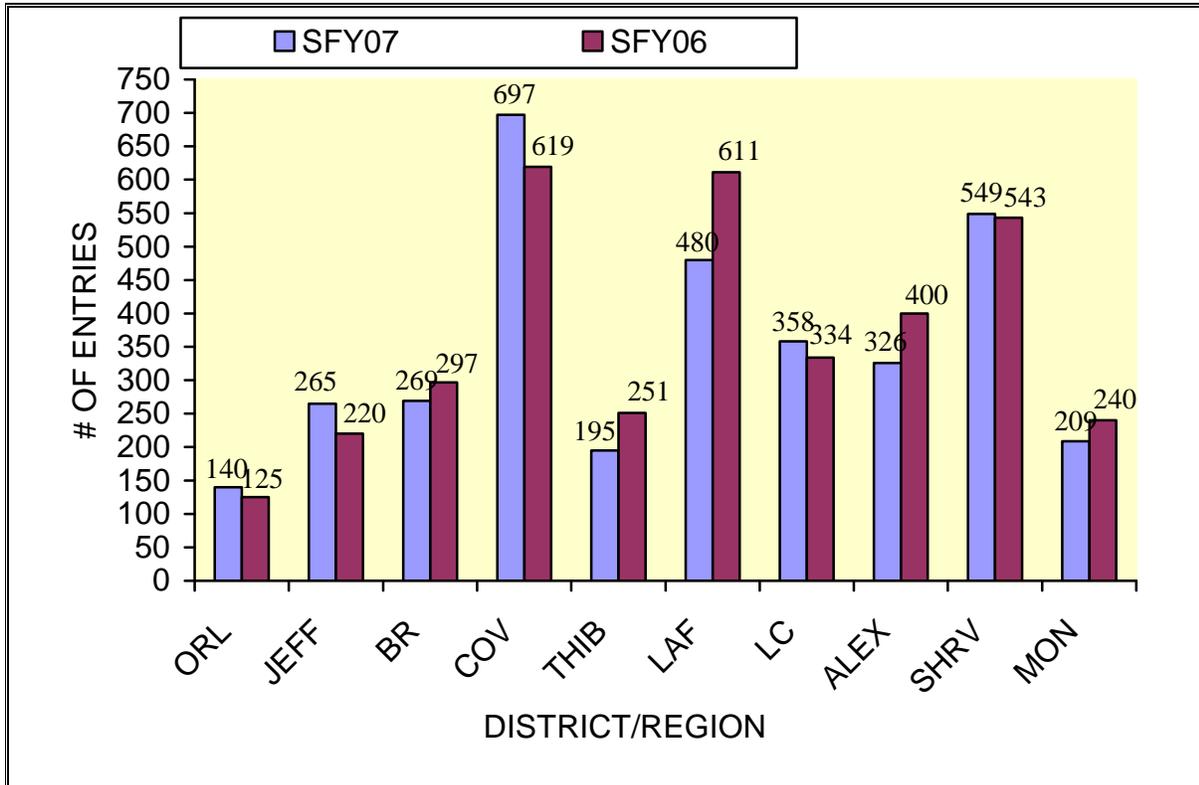
No increase in population is indicated and the rate of entry per thousand children reflects the same trend as the number of total entries – a general increase from SFY 2001 through SFY 2005 with a relatively large increase in SFY 2006 from the preceding year. For purposes of comparison we estimated the 2006 population with 2005’s census data, even though with Hurricane Katrina evacuees in other states, Louisiana’s population has likely significantly decreased. For SFY 2007 we have seen a significant increase in Louisiana’s population. Despite slow progress in rebuilding in the New Orleans Metropolitan area, the population is nearing 300,000 (Associated Press December 26, 2007). Growth in the major metropolitan and surrounding areas has likely attributed to the growth spurt in the State.

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VI Location of entry into Foster Care

Foster Care Entries By Region/District for SFY 2005 and SFY 2006

Region/District	Total Entries SFY 2005 - 2006	Total Entries SFY 2006 - 2007
Orleans District	125	140
Jefferson District	220	265
Baton Rouge	297	269
Covington	619	697
Thibodaux	251	195
Lafayette	611	480
Lake Charles	334	358
Alexandria	400	326
Shreveport	543	549
Monroe	240	209
STATE TOTAL	3,640	3,488



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**VII. Child Protection Investigations**

**CPI (investigations, validations & entries)**

STATE	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
# CPI Reports	25,092	25,596	2%	26,245	3%	26,705	2%	27,204	2%	24,651	-9%	22,589	-8%
# Validated	7,749	7,647	-1%	8,401	10%	8,000	-5%	8,579	7%	7,714	-10%	7,445	-3%
% Validated	31%	30%		32%		30%		32%		31%		33%	
# Entries into Care	2,473	2,355	-5%	2,450	4%	2,638	8%	2,845	8%	3,644	28%	3,488	-4%
Entries / Valid Reports	0.32	0.31		0.29		0.33		0.33		0.47		0.47	

Data drawn from CPI-FCpopValRateSLloyd

**CPI (reports, validations, victims & entries)**

	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Investigations Compl	26,901	28,570	6%	30,883	8%	29,114	-6%	30,809	6%	27,532	-11%	27,223	-1%
*# Validated	7,749	7,647	-1%	8,401	10%	8,000	-5%	8,579	7%	7,713	-10%	7445	-3.5
% Validated	29%	27%		27%		27%		28%		28%			
**# Valid Victims (Unduplicated)	9,963	10,139	2%	11,074	9%	10,585	-4%	11,580	9%	9,473	-18%	11,778	24%
Valid Victims / Validations	1.3	1.3		1.3		1.3		1.3		1.2		1.6	
***# Entries into Care	2,473	2,355	-5%	2,450	4%	2,638	8%	2,845	8%	3,644	28%	3488	-4%
Entries / Valid Reports	0.32	0.31		0.29		0.33		0.33		0.47			
% Valid Victims Entering	25%	23%		22%		25%		25%		38%		27%	

The number of completed investigations in SFY 2007 decreased from SFY 2006 as did the number validated. It was previously thought that when investigations are validated, a higher percentage of the children involved are entering care. However, the agency's LIFTS initiatives aimed at improving service array throughout the State has assisted families in maintaining family unity and keeping our children and families in tact. These initiatives include Intensive Home Based Services, Multi-Systemic Therapy (MST) and Community Based Services.

**VIII. Foster Care Exits**

STATEWIDE	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*Entries	2,473	2,355	-118	2,450	95	2,638	188	2,845	207	3,644	799	3488	-146
**Exits		2,446		2,614		2,601		2,688		3,070		3361	
**Avg. Months in FC (Exits)		26.4		23.6		23.0		21.4		19.3		17.5	
Entries - Exits		-91		-164		37		157		574		127	
***FC Pop Last Day		4,504	-118	4,341	-163	4,285	-56	4,433	148	5,050	617	5160	110

ORLEANS DISTRICT (01)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	184	223	39	226	3	265	39	188	-77	116	-72	140	24
**Exits		266		255		250		227		171		169	
**Avg. Months in FC (Exits)		33.9		28.7		28.6		26.2		37.3		25.8	
Entries - Exits		-43		-29		15		-39		-55		-29	

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BATON ROUGE REGION (02)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	190	216	26	238	22	244	6	287	43	303	16	269	-34
**Exits		195		1		230		229		302		291	
**Avg. Months in FC (Exits)		31.7		18.6		17.4		19.4		20.1		20.3	
<i>Entries - Exits</i>		21		16		14		58		1		-22	

THIBODAUX REGION (03)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	176	138	-38	119	-19	142	23	195	53	253	58	195	-58
**Exits		162		171		148		169		231		213	
**Avg. Months in FC (Exits)		24.2		21.3		27.2		17.6		14.2		16.0	
<i>Entries - Exits</i>		-24		-52		-6		26		22		-18	

LAFAYETTE REGION (04)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	387	341	-46	350	9	332	-18	463	131	633	170	480	-153
**Exits		360		388		317		396		400		535	
**Avg. Months in FC (Exits)		23.0		21.1		21.8		24.8		17.5		17.9	
<i>Entries - Exits</i>		-19		-38		15		67		233		-55	

LAKE CHARLES REGION (05)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	177	133	-44	160	27	187	27	171	-16	325	154	358	33
**Exits		145		130		149		186		222		322	
**Avg. Months in FC (Exits)		23.6		21.8		17.2		20.2		16.0		13.3	
<i>Entries - Exits</i>		-12		30		38		-15		103		36	

ALEXANDRIA REGION (06)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	321	260	-61	288	28	325	37	300	-25	401	101	326	-75
**Exits		299		294		324		326		354		302	
**Avg. Months in FC (Exits)		23.5		25.3		19.7		18.1		19.0		18.7	
<i>Entries - Exits</i>		-39		-6		1		-26		47		24	

SHREVEPORT REGION (07)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	285	325	40	385	60	396	11	456	60	535	79	549	14
**Exits		311		415		439		444		532		546	
**Avg. Months in FC (Exits)		25.7		23.7		23.6		16.8		15.8		14.3	
<i>Entries - Exits</i>		14		-30		-43		12		3		3	

MONROE REGION (08)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	212	143	-69	102	-41	140	38	125	-15	231	106	209	-22
**Exits		173		160		113		153		157		178	
**Avg. Months in FC (Exits)		31.9		25.5		30.0		26.1		19.2		23.7	
<i>Entries - Exits</i>		-30		-58		27		-28		74		31	

COVINGTON REGION (09)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	288	355	67	382	27	379	-3	465	86	632	167	697	65
**Exits		276		339		400		361		516		594	
**Avg. Months in FC (Exits)		25.1		23.6		22.3		23.5		18.8		16.3	
<i>Entries - Exits</i>		79		43		-21		104		116		103	

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JEFFERSON DISTRICT(10)	SFY 2001	SFY 2002	Increase 02/01	SFY 2003	Increase 03/02	SFY 2004	Increase 04/03	SFY 2005	Increase 05/04	SFY 2006	Increase 06/05	SFY 2007	Increase 07/06
*# Entries into Care	253	221	-32	197	-24	225	28	193	-32	214	21	265	51
**Exits		259		240		231		197		185		211	
**Avg. Months in FC (Exits)		24.5		25.9		26.0		23.6		27.0		23.7	
<i>Entries - Exits</i>		-32		-43		-6		-4		29		53	

\*Data drawn from CPI-FCpopValRateSLloyd

\*\*Data drawn from NewExitCals

\*\*\*Data drawn from EndOfMonthFCLongitudinal

It appears that our foster care exits are also increasing, so even though foster care entries are increasing, our total number of foster children is remaining fairly constant, due to the steady decrease in the average number of months in Foster Care. Due to the realignment of regions that went into effect September, 2005, some of the increases and decreases in the four affected regions will need to be taken into consideration in the data analysis.

IX. OCS previously reviewed changes in law that could affect entries. Two Acts – 278 (formerly Act 148) and 396 (formerly Act 338), both effective in SFY 2006. Both acts have been incorporated into Louisiana Children’s Code.

**Act 278**

In the course of investigations, many children are placed with relatives. Prior to Act 278 (previously Act 148), these relative placements were viewed as voluntary parental arrangements. Act 278 terminated such arrangements, defining them as removals requiring a court order. The Act was amended to remove references to order of priority of relatives of placing children and inclusion of court ordered safety plan in

**Act 396**

In response to the federal Child Abuse Prevention and Treatment Act, Act 338 of the 2005 Louisiana Legislature revised Children’s Code, Article 603 (14) neglect definition to include reports from health care providers involved in deliveries or care of newborns identified as affected by illegal use of controlled dangerous substances or withdrawal symptoms resulting from prenatal illegal drug exposure when the report is made within 30 days of birth. OCS began accepting reports on prenatal illegal drug exposure or infants experiencing withdrawal for investigations of child neglect beginning March 1, 2006. Act 396 of the 2007 Louisiana Legislative session revised the Children’s Code definition of prenatal neglect. The definition of prenatal drug exposure was revised and the “chronic or severe use of alcohol” was added to the definition.

We anticipate a continued increase in foster care placements. The SFY 2007 - 2008 indicated that there were 3488 Foster Care entries. Many of the prenatal substance abuse cases would result in foster care placement. There was proposed legislation to criminalize pre-natal exposure to illegal drugs which has since been converted to a House Resolution to study the issue. In most cases, when the mother is arrested, the newborn and any other children in the home will likely have no alternative caretaker available to them. However we estimate that 15% of these children may be placed with relatives. As only 19.7% of abuse/neglect victims live with married parents, very few newborns (and their siblings) would have another parent to care for them during their mothers absence (NCANDS 2007 data).

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We ruled out population increases and report increases as the causes of increased entries based on the following:

- OCS does not have Census data available to us for 2007; however, Louisiana's population has been on a slight incline in the past year. This is probably due to the influx of people returning to the major metropolitan area of New Orleans. The increase in 2007 in one area of the State has brought Louisiana slightly above its population in 2000.
- The number of investigations completed is essentially the same in 2000 as in 2007, so increased abuse and neglect reports as the reason for increased foster care entries was ruled out.
- We also examined Type of Placements, including relative placements, which also supports Act 278 (formerly Act 148) as a source of the major increase in foster care entries in SFY 2007. The Non-Payable Relative placements increased from 962 to 1226, from FY06 to FY 2007, which reflected an increase in relative placements in FY 2006 – in terms of both numbers (264) and percent of all placements in family and facility settings. Family Settings placements decreased from 3140 to 2949 from FY 2006 to FY 2007, which reflected a slight decrease in relative foster home placements in FY 2007— in terms of both numbers (-191) and percent of all placements in family and facility settings. One would expect that children who came into care as a result of Act 278 would be more likely to be placed in a family setting, not a facility setting.

One of our hypotheses was that Acts 278 (Voluntary Placements Discontinued) and Act 396 (Substance Exposed Infants) were the primary causes of the increase in foster care entries, and after an analysis of the data, we determined that the data continues to support the hypothesis. Additionally, as efforts are being made throughout the State to educate the public about our reporting process, reports that are applicable to the aforementioned laws are appropriately being made. Data does show a slight decrease in the total entries into Foster Care.

Recommendations:

- Continue closely monitoring the data to determine if the number of foster care entries has in fact stabilized.
- Since the age of foster children continues to get younger, develop the service array to address issues of that younger population, e.g., interagency support at the Legislature of the increase of funding for the Early Steps Program through OCDD.
- Advocate for increased funding for IHBS services statewide through House Bill 1.
- Due to the implementation of Act 278, state office will provide guidance about standards for best serving that new population, e.g., timelines for case plans.
- Continue studying recidivism.

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- OCS to continue Memorandum of Understanding (MOU) with Office of Addictive Disorders (OAD). The MOU provides specialized services for substance exposed infants and services for families impacted by caretaker substance use.

**Peer Case Review Baseline Data**

The agency measures its performance through a Quality Improvement process that includes a multi-tiered Peer Case Review (PCR) process. This process provides an opportunity for self-analysis and an in-depth examination of caseworker practice and child and family outcomes.

The following chart provides baseline data on performance/outcome measures for safety, permanency and well being measured through the PCR process in SFY 2003 – 2004, 2004 – 2005, 2005 – 2006 and 2007-2008. A total of 90 cases were reviewed in three regions in SFY 2007 - 2008.

The agency resumed the Peer Case Review process in October 2007 and reviewed a minimum of 30 cases per region in three regions using the new Child and Family Service Review instrument.

**Analysis of Baseline Data/Performance Measures**

Throughout this reporting period, OCS reported baseline data/performance measures on safety, permanency and well-being outcomes. Prior to the hurricanes, approximately 300 cases were reviewed statewide annually in tier two of PCR. In 2003 - 2004, the process involved case record reviews using a CFSR-like review instrument, staff and stakeholder interviews and stakeholder focus groups. In 2004 - 2005 and 2005 – 2006, the review process was revised by eliminating staff and stakeholder interviews and by focusing on areas needing improvement as determined by results from previous case reviews. The chart below compares data elements from SFY 2003 – 2004, 2004 – 2005, 2005 – 2006 and SFY 2007 - 2008. Due to changes in the review process/instruments, some data elements have been combined in an attempt to measure progress against baseline figures. When items have been combined, the compliance percentage and the percentage of cases with areas rated as a strength have been averaged. The items used to obtain the figures are noted in the corresponding column. When the agency resumed PCR reviews in the SFY 2007 - 2008 the new CFSR instrument was utilized, worker interviews and focus groups were resumed.

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Outcome/Item Measured	2003-2004 compliance percentage	2004-2005 percentage of cases with areas rated as a strength	2005-2006 **Percentage of cases with areas rated as a strength	2007-2008 ***Percentage of cases with areas rated as a strength
Timeliness of initiating an investigation	68.6% (S2 & S3)	60.9% (Item 1)	68.2% (Item 1)	68% (Item 1)
Repeat maltreatment	82.1% (S10)	90.5% (Item 2)	87.9% (Item 2)	94% (Item 2)
Children have permanency and stability in their living situation	77.0% (P5, P7, P8, P11)	80.9% (Item 6 & 7)	84.7% (Item 6 & 7)	81% (Item 6&7)
Continuity of family relationships and connections is preserved for children	82.8% (P2, P3, P4, P5, P5, P14, P15)	81.8% (Item 15)	77.8% (Item 15)	84% (Item 15)
Needs and services of child, parents, foster parents	83.6% (WB13, WB14, WB15 & WB 16)	88.3 % (Item 17)	81.0% (Item 17)	87% (Item 17)
Child & family involvement in case planning	78.3% (WB5, WB6, WB7 & WB8)	78.6% (Item 18)	71.4% (Item 18)	78% (Item 18)
Worker visits with child	70.0% (WB9)	81.3% (Item 19)	82.1% (Item 19)	78% (Item 19)
Worker visits with parent(s)	43.4% (WB10, WB11)	72.9% (Item 20)	71.2% (Item 20)	70% (Item 20)
Children receive appropriate services to meet their educational needs	77.9% (WB17, WB18, WB19, WB20)	85.0% (Item 21)	81.1% (Item 21)	94% (Item 21)
Children receive adequate services to meet their physical and mental health needs	87.1% (WB21, WB22, WB23, WB24, WB25, WB26, WB27, WB28, WB29 & WB 30)	86.8% (Item 23)	74.4% (Item 23)	93% (Item 23)

\*\*Cases were reviewed in only two regions in SFY 2005 – 2006 due to Hurricanes Katrina and Rita and the aftermath of the storms.

\*\*\*PCR resumed in October 2007 for SFY 2007-2008. Cases were reviewed in only three regions due to the agency's need to mobilize resources during the roll out of the agency's Focus

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on Four Initiatives (see page 37), provide support to staff during the roll out, the increase of staff turnover and the hiring freeze throughout the state. PCR is expected to resume at the beginning at the SFY 2008-2009 (specifically July 2008).

Based on the data presented above, the agency increased compliance in six areas of service delivery. Firstly, utilization of the Homebuilders Model for intensive home-based services (see page 94) has assisted the agency in improving in the area of “*repeat maltreatment*”. Secondly, in the area of “*continuity of family relationships and connections is preserved for children*” the agency has made great strides to provide staff and youth with the tools necessary in developing and maintaining permanent connections. Thirdly the agency has shown an increase in the area of “*needs and services of child, parents and foster parents*” by insuring the services are accessible throughout the state through strategic placement of Family Resource Centers throughout the state. Additionally, the agency has shown an increase in the area of “*child and family involvement in case planning*” and hopes to continue that trend with the development and use of the new Assessment of Family Functioning Instrument. Lastly, there has been some improvement in “*children receiving appropriate services to meet their educational needs*” and “*children receiving adequate services to meet their physical and mental health needs*” as the State is continually making efforts to collaborate with educational, mental health and healthcare providers.

In contrast, there were four areas that showed a decrease in compliance. In the area of “*timeliness of initiating an investigation*”, the agency attributes high levels of turnover, hiring freeze and increased workloads as having impacted our ability to initiate investigations timely. We are addressing staff turnover and retention and are looking at ways to address and improve it on an ongoing basis. Also, in the area where “*children have permanency and stability in their living situation*”, as stated earlier, the agency is utilizing the Home Builders model in an effort to improve in this area. We have worked in the area of recruitment and retention of foster homes by increasing the number of new foster homes by 181 compared the previous year and timely moving perspective foster parents through the application process (see page 137). Additionally, in the area of “*worker visits with child and parent(s)*”, we are providing a plan and implementing strategies to improve in this area (see page 125).

**Title IV-E Eligibility Review and Program Improvement Plan**

During the week of September 17, 2007, Louisiana participated in the Title IV-E Eligibility Secondary Review. The review team was made up Federal staff, OCS staff, OYD staff, Federal Peer reviewers and OCS retirees. A total of 150 cases, consisting of both OCS and OYD cases, were reviewed during the week.

The results of the Federal Review found OCS to be in substantial compliance with Federal IV-E regulations. Four cases, or less than 3%, were found to be error cases, and less than 1% of dollars expended were erroneously charged to Title IV-E. As a result of the substantial compliance determination, OCS will not have to implement a PIP. The next Title IV-E review will take place in three years and will be a primary review.

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The success of this review was due to the support of DSS Executive Management as well as several steps OCS made to assure we would be in substantial compliance. These steps included:

- 100% review of all Title IV-E cases
- Fiscal adjustments made on cases found to be in error
- Detailed tracking of adjustments
- Intense collaboration with program staff, Bureau of Licensing, Bureau of General Counsel, OYD, OMF

Following the Federal review, OCS identified areas needing improvement or greater collaboration. These areas include:

- Rewrite of the Financial Assessment Manual
- Revision of FAST forms
- Identification of training needs for both foster care staff and eligibility staff regarding
- IV-E
- Ongoing receipt of BOL surveys on residential facilities
- More collaboration with OYD

Steps have been taken to address these areas, with some steps already completed. It is anticipated eligibility staff will need to be involved with ACESS during Phase 2. State Office eligibility staff will participate in Federal IV-E Roundtable that is offered next year.

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**5.0 Community Consultation and Collaboration**

The agency continues to seek input from stakeholders for development of the plan and improvement of agency services. The following information details actions taken to obtain and use input from stakeholders:

- The Annual Progress and Services Report (APSR) is available for review on-line on the DSS Intranet and Internet and was reviewed and discussed during the Consumer and Community Stakeholder Committee meeting on May 7, 2008.
- The John H. Chafee Independence Program was reviewed by stakeholders along with the APSR. No comments were received nor were recommendations made for improvement.
- Federal stakeholder consultation on April 11, 2007 to discuss plan development.
- A public hearing was held on June 5, 2008. Notice of the hearing was published in seven newspapers statewide.
- Social Service Directors of the four federally recognized tribes were contacted and asked to participate in APSR development/review. Additionally, tribal social service directors participate in OCS Continuous Quality Improvement processes within the regions.
- The agency continues work with the Court Improvement Project (refer to page 52 for more information).
- The agency continues to receive technical assistance to address the agency's recovery and long term initiatives (for more information refer to page 63).
- Customer satisfaction surveys continue to be administered in OCS offices statewide.
- Foster and adoptive parents are critical to the delivery of child welfare services. The agency has identified staff to serve foster and adoptive parents on both the Louisiana Foster Parent Association and the Louisiana Adoption Advisory Board. (For more information on foster/adoptive parent collaboration and recruitment refer to page 137 Update)
- Citizen Review Panels were previously established in five (5) areas of the State and were actively meeting in three (3) areas of the State during the last reporting period. However, the agency has selected Citizens Review Panels as an area needing improvement and is receiving Technical Assistance in this area. (refer to pages 191 and 192).
- Collaboration with the Louisiana Children's Trust Fund/Community Based Family Resource and Support continues with the agency and community providers. (Refer to page 44, Update, for additional information.)

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- Consumer and Community/Stakeholder Committee meetings continue to be held on a quarterly basis.
- A. Update on Community/Stakeholder Committee**

The committee has begun meeting every other month since August 2007 and attendance has greatly improved. Efforts are still underway to enhance statewide participation as most participants are from the Baton Rouge area. The committee options/results discussed regarding the issues is as follows:

1. Statewide participation – *Disposition:* The chairs attend regional CQI team meeting and or stakeholder meetings rather than make this committee statewide. This can incorporate the work of the various committees without placing too much of a burden on our community stakeholders.
2. Reimburse mileage costs for members to attend from around the State.  
*Disposition:* There was no funding for this issue due to budgetary constraints.
3. Incorporate Citizen Review Panels or merge the two, as some of the focus is similar.  
*Disposition:* The committee was not able to meet this goal. Please refer to the CRP section of APSR on pages 191 and 192).
4. CQI Team/Stakeholders Committee members to submit names of others who could participate locally.  
*Disposition:* This strategy has proved effective as it has improved membership in the committee.

The committee has gone through several positive changes the past fiscal year. Vast input was received from the stakeholders regarding the direction and goals of the group and the development of a mission statement to “*Forge an active collaboration of community stakeholders to improve services to children, youth and families.*” These strategies proved to benefit the group and encourage continued participation. Additionally, during the bi-monthly meetings we discussed the stakeholder initiatives, OCS LIFTS initiatives, OCS long and short term goals, and general stakeholder information and concerns. The group also highlighted two video segments titled “Knowing Who You Are” which focused on the topic of cultural diversity and an overview on the “Dialogue on Institutional Racism” that provided an excerpt of the inaugural statewide conference on institutional racism.

The committee addressed the following issues and referred them to the CQI state level team:

**Staff turnover:** The Staff Turnover and Retention (STAR) Workgroup was formed October 2007 specifically to review the impact of staff turnover and retention when it was determined through research that turnover was impacting the agency at a significant rate due to a initial referral via the Consumer and Community Stakeholder Committee. The agency experienced a 33% turnover rate for the job of Child Welfare Specialist (CWS) 1 and a 38% turnover rate for CWS 2 in the past year. Due to the efforts of the STAR workgroup, and in an effort to retain our current employees, CWS Trainees, 1’s, 2’s, and 3’s received a 5% salary increase and CWS 4’s (supervisors) received a 2% increase. The STAR workgroup also developed ongoing mechanisms to monitor issues

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identified within the workgroup that impacted turnover and retention (e.g. support, guidance, training, supervision, workload and communication). Additionally, an overview of staff turnover statistics was provided to the committee on a semi-annual basis. Discussion was focused around turnover trends within stakeholder and OCS agencies.

**Disproportionality in foster care placement:** With the assistance of the Administration of Children and Families (ACF), State Office held an initial meeting on May 4, 2007 to begin to develop a plan of action surrounding the impact diversity has on policy, program development, resource development and human resources. OCS state office staff and National Resource Center (NRC) staff developed a plan that included the Cultural Responsiveness Champions (CRC) to further the work at the state office level. The CRC will coordinate: 1) presenting cultural responsiveness to OCS management and regional administrators as a practice issue 2) increasing knowledge regarding cultural responsiveness throughout the community and 3) developing ongoing cultural responsiveness within the agency. Thirty eight staff are willing to participate in the CRC committee. The next steps for CRC is to reconvene, discuss and develop a strategic plan to further discuss and implement a practice them to attain the desire goals.

**Effectiveness of Community Consultation and Collaboration**

The past effectiveness of the committee has been measured by meetings, participation, and referrals submitted for review and consideration by the agency. There were no predetermined performance measures for this committee.

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**6.0 Louisiana Children's Trust Fund 2007 Annual Report**

There have been many exciting statewide efforts and programs that the Louisiana Children's Trust Fund (LCTF) has been an influential component. From the Quality Rating System for Early Childcare in Louisiana to the development of the Louisiana Parenting Educators Network (LA PEN) the Community Based Child Abuse Prevention (CBCAP) funds have been a major source of revenue. Continued statewide LCTF efforts include the Louisiana Relatives as Parents Program (LA RAPP) an outgrowth on the Grandparents Raising Grandchildren Program, Circle of Parents and Family Resource Centers.

**STATEWIDE NETWORK, OUTREACH AND SPECIAL POPULAION**

The numbers in the Louisiana Children's Trust Fund 2007 Annual Report are as follows:

Children taught life skills and safety	36,931
Parents provided education and support	19,884
Families furnished hospital and/or home visitation	3,595
Adults given public awareness and education	476,465
Professionals and volunteers trained	17,421

There were a total of 215 programs funded at a total cost of \$1,068,712 with a total population served of 608,296 at a cost of \$ 1.76 per person/family. LCTF continues to be very cost efficient and effective with its CBCAP funds.

Statewide the network of child abuse and neglect prevention was supported for development and expansion. The network support has been supplemented through the partnership with Prevent Child Abuse Louisiana. LCTF funds a grant with PCA LA that provides regional support of LCTF programs. Regional quarterly meetings are held with LCTF programs as means of networking and information sharing. Other statewide partners that LCTF continues collaboration include Southern University and Louisiana State University Cooperative Extension Services, Child Advocacy Center of LA, Families Helping Families of Louisiana, LA RAPP, State Head Start Association, Louisiana Zero to Three and Louisiana School-Based Health Care Centers.

These collaborations have assisted in the expansion of delivery of services to rural and underserved populations. The Cooperative Extensions particularly served the rural areas in their satellite offices with parenting support and education programs and the Children in the Middle program for children going through divorce. Other rural outreach parent education and support programs providers were Richland and Terrebonne Parish Hospitals; the Jefferson Youth Foundation; and the Quad Area and St. Martin, Iberia and Lafayette Community Action Agencies. Circle of Parents was offered through Kingsley House and Grandparents Raising Grandchildren.

The School-Based Health Clinics expanded the Baby Think it Over program to schools in rural parishes as well as education of the effect of alcohol and secondhand smoke. The Child Advocacy Centers made presentations to high school and middle school students on sexual abuse prevention with special emphasis on date rape.

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Families Helping Families continued their respite care program for families with children with disabilities as well as their PROMPT and PASSED parent education and support programs. A new addition to the Families Helping Families programs with LCTF was the program for parenting support for parents with special needs. This population was one that has been noted as highly underserved but very much in the need of parenting support. The Autism Support Program continued its services for those special needs families.

Another expansion of services to a special needs population was the development of the grandparents' information and resource centers in rural Louisiana. These centers worked with Council on Aging and Head Start Centers in their outreach to grandparents raising grandchildren. The Early Child Care Child Abuse Prevention Program was offered to Early Head Start Centers by YWCA of Greater Baton Rouge and First Three Years Quality Care for Infants.

Several church and religious based programs continued their outreach to targeted populations. The Way Makers Ministries and Turning Points Partners targeted incarcerated adults with the Best Dads programs. A new provider Ware Youth Center, a teen juvenile correction facility, worked with the males in their facility with their Masculinity- Male Responsibility program.

The Archdiocese of New Orleans continued its life-skills program for foster care teens aging out of the system with its Independent Living Skills program, and Jewish Family Services expanded its Teen Life Counts suicide prevention program in the metropolitan New Orleans area. Council on Alcohol and Drug Abuse of Orleans continued their work with alcohol and drug abuse prevention and mental health programs for youth recovering from Hurricane Katrina. Tangipahoa Alcohol and Drug Abuse Council did an alcohol and drug abuse prevention campaign targeting pregnant moms and teens.

Many after school and summer mentoring and life skills programs for youth in high-risk neighborhoods were offered by LCTF through Big Brothers and Big Sisters, and Boys and Girls Club. University of Louisiana at Monroe continued their mentoring program matching college students with high school students from a high schools with high drop-out numbers. Camp Fire Boys and Girls provided in-school self-reliance and violence prevention to children in elementary and middle schools. A new LCTF program this year was the City at Peace. This is a program targeting youth in high crime areas of the inner cities.

Funding of the statewide Child Abuse Prevention STAR Award for Family, Career and Community Leaders of America (formerly Future Homemakers of America) for middle and high school students has been one the most effective outreach of child abuse prevention education and programs throughout Louisiana. The participants in this competition are primarily in rural schools. Middle and high school students develop and carry out child abuse prevention programs in their schools and communities. They then present their projects at the state competition. LCTF sponsors the competition by providing transportation for the winners at both the middle and high school levels to attend the national competition.

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**PUBLIC AWARENESS, CHILD ABUSE PREVENTION MONTH AND INNOVATIVE FUNDING**

The “How are the Children” public awareness campaign was continued by the Children’s Trust Fund. Highlights of Child Abuse Prevention month include a Grand Rally on the steps of the capitol by the grandparents raising grandchildren, and regionally across the state a “Be a Hero-Report Child Abuse” public awareness campaign.

The cooperative relationship with the Louisiana Children’s Trust Fund and Clear Channel Communications has continued. The Children’s Trust Fund radio program the “Kid-formation Hour” Prime Time for Parents continued broadcasting on Sunday afternoon on the Clear Channel network. Clear Channel also continues its Kids Fest during the summer with the proceeds benefiting the Children’s Trust Fund. The Children’s Trust Fund re-invests the proceeds into the radio program production.

Other innovative forms of funding included the leverage of funds from Brookdale Foundation and collaborative funding from Casey Family Programs and LPB (Louisiana Public Broadcasting). The “Safe Kids” license plates and “How are the Children” campaign merchandise sales included to be sources of revenue. This year a new potential source of funding was the earmark requests made to both U.S. Senator Landrieu and Representative Baker.

**ADVOCACY, SYSTEMATIC CHANGE AND FEDERAL INITIATIVES**

LCTF played significant roles in several areas of policy and systematic changes having positive effects on families in Louisiana. The Children’s Trust Fund continued its strong collaboration with Tulane Institute for Infant and Child Mental Health. The Children’s Trust Fund’s Executive Director continued to serve in leadership positions on several statewide advocacy and statewide initiatives for systematic change. These positions include Secretary of the Governor’s Children’s Cabinet Advisory Board, Board Member of Louisiana Partnership for Children and Families, and Chairman of the Parent Education Committee of the Bright Start Initiative (formerly Early Childhood Comprehensive System).

The Executive Director also served on the Legislative Policy Committees of Louisiana Association of Non-profit Organizations and the Children’s Cabinet Advisory Board. The Children’s Cabinet Advisory Board developed its annual “Children’s Budget Priorities,” and the development of legislative agendas to improve the quality of life for children and families in the state were advanced.

The LCTF Executive Director served on the planning and development of the Quality Rating System for Early Childcare in Louisiana as a member of the its Implementation Advisory Board. Probably the most powerful change that was accomplished through strong advocacy efforts was the passage on the School Readiness Tax Credit. This Tax Credit was developed as an incentive for participation in the Quality Rating System. The Tax Credit included four areas of tax credits: 1. for childcare centers participating in QRS; 2. for parents with children in QRS centers; 3. for staff enrichment at QRS centers and 4. for businesses that support QRS centers. This has been described nationally as one of the most aggressive tax credits affecting children and families.

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The Louisiana Partnership for Children and Families organized the statewide advocacy effort that was credited with the successful passage of the School Readiness Tax Credit. The Partnership also continued its advocacy and policy efforts with an early childhood educational campaign during the statewide gubernatorial and legislator's election. The campaign included policy statements for the areas of early childcare, mental health, child abuse and child health insurance. The Executive Directors of Louisiana Children's Trust Fund and Prevent Child Abuse Louisiana wrote the child abuse and neglect position paper.

The release of the "The Louisiana Early Childhood Public Opinion Survey" was a key highlight of the campaign. The survey revealed strong support for funding and expansion of early childhood programs statewide. One of the highlights of the survey was 4 out of 5 voters valuing investing in early childhood over cutting spending and taxes with 71% believing the state was doing too little for early childhood. With this information early childhood support and efforts were included in the state's "Blueprint for Change", part of the Louisiana's new government plan.

LTTF's Executive Director served as co-chairman of ECCS's (Bright Start) Parent Involvement and Education Committee. One of the outcomes of this committee was the statewide survey of Parent Education. The survey revealed the essential need of organizing statewide parent educators with the focus on networking and credentialing. The work of this committee has primarily focused on the development of LA PEN.

The Children's Trust Fund continued to actively participate in the Juvenile Justice LCTF continues to be included the PIP and IV-B plans as well as development of the Children and Family Service Reviews/Program Improvement Plans/ Statewide Assessment; the Children and Family Service Plan; Child Protective Services/Alternate Response System; and Continuum of Care. Collaboration with Promoting Safe and Stable Families (P.S.S.F.) and Adoption and Safe Families Act (A.S.F.A.) initiatives has continued. Nationally LCTF is a participating partner with the Strengthening Families Initiative and is a active participant with the National Alliance of Children's Trust and Prevention Funds.

**TRAINING, TECHNICAL ASSISTANCE, EVALUATION AND ASSESSMENT**

The main focus of technical assistance this year was the training of grantees in Evidence-Based and Evidence-Informed Programs and Practices as well as the development and use of the Logic Model. At the annual grantee meeting in November, Evidence-based/Evidence-supported training was provided to all grantees by FRIENDS consultant. This year for the CBCAP Annual Reports grantees filled out their own PART Evidence-Based and Evidence-Informed Programs and Practices Checklist. The Checklist also became part of the LCTF grant application. All programs are encouraged to aim to be or become an emerging program and practice.

The day following grantee meeting an all day training of the Logic Model was provided to the Prevent Child Abuse of Louisiana (PCA LA) staff as well as other key LCTF grantees. Those trained will provide the Logic Model training to other LCTF grantees statewide. The Children's Trust Fund's grant application has been changed to incorporate the use of the logic model. As with every year, grant writing workshops were offered to all potential grantees.

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In addition to the above trainings offered by PCA LA, the Children's Trust Fund continued to underwrite training opportunities for its grantee agency in Non-Profits Standards of Excellence. These training are provided by Louisiana Association of Non-Profits and include such topics as fiscal management, board development, marketing and fund-raising development.

Support of several professional trainings and conferences statewide continued. Some of the conferences were Prevent Child Abuse Louisiana, National Association of Social Workers Louisiana Chapter, Louisiana Foster Parent Association, and Louisiana Council Against Domestic Violence. Two new conferences were Child Welfare League of America Regional Symposium and National Black Educators of America. This support included underwriting of key-note speakers as well as providing stipends or scholarships for those who otherwise would not be able to afford to attend. This allows for extended educational opportunities for providers and clients (including parent leaders) of Children Trust Fund programs. Istrouma Boy Scout Council continued its child abuse and neglect prevention for volunteer leaders and staff.

**PARENT LEADERSHIP AND PEER REVIEW**

The peer review process was an integral part of the statewide network collaboration with Prevent Child Abuse Louisiana. As in the past, the three tiers of service providers, stakeholders and consumers were incorporated in the peer review procedure. Peer review provided input into needs assessment and program planning; program implementation; what works and what doesn't work; as well as program evaluation

The primary goal of the peer review process was determination of consumer satisfaction and strengths/weaknesses of services provided. As previously mentioned a parent serves ex-officio on the Children's Trust Fund Board of Directors. Parents as well as others who participated in the peer review process participated in the grant review process and determination of how to use the Children's Trust Fund funds.

The Grandparents as Parents and Circle of Parents program continued their development of Parents as Leaders. Both programs has developed parents to serve as leaders within their own service population as well as represent their programs on several state Board of Directors.

The LCTF has two parent leaders on its Board of Directors. One represents Louisiana Association of Child Care Agencies and the second represents the parent population of Louisiana. The parent representative has attended the Parent as Leaders training and continues its program in rural areas affected by Hurricane Katrina to further empower the parents in the area in rebuilding and in acquiring the needed services and resources for their families and children.

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**7.0 Indian Child Welfare Act and Tribal Collaboration**

Louisiana has four federally recognized American Indian Tribes. The American Indian population of these tribes is 0.57% of the total population of Louisiana.

**Federal Tribes**

Chitimacha Tribe of Louisiana (St. Mary Parish) P.O. Box 661 Charenton, LA 70523 (337) 923-7215 Al Leblanc, Chairman Karen Matthews, S.S. Director	Coushatta Tribe of Louisiana (Allen Parish) P.O. Box 818 Elton, LA 70532 (337) 584-2261 Kevin Sickey, Chairman Burley Sylestine, S.S. Director
Tunica-Biloxi Tribe of Louisiana (Avoyelles Parish) P.O. Box 331 Marksville, LA 71351 (318) 253-9767 Earl Barbry, Chairman Jean Allen-Wilson, S.S. Director	Jena Band of Choctaw of Louisiana (Grant, Rapides, & Lasalle Parishes) P.O. Box 14 Jena, LA 71342 (318) 992-2717 Christine Norris, Chairman Mona Maxwell, S.S. Director

**On-Going Collaboration/Coordination with American Indian Tribes**

- OCS has policies and practices governing the identification of American Indian children, case planning, service delivery, family preservation and family support services. Policy also addresses tribal notifications, tribal jurisdiction, and foster care placement, termination of parental rights, pre-adoptive placement and adoptive placement.
- Respect for and protection of the cultural heritage and best interest of American Indians.
- Ongoing staff training on the exclusive rights of American Indian Tribes such as notices of state proceedings and special preference for the placement of American Indian children.
- Formal and informal working agreements with American Indian Tribes.
- Tribal participation in regional Continuous Quality Improvement (CQI) processes in Lafayette (Chitimacha Tribe), Lake Charles (Coushatta Tribe) and Alexandria (Tunica-Biloxi Tribe). Tribal members are able to be involved in program development, program evaluation and learn about program eligibility via this forum.

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- Request for participation in the development of the 2008 APSR.
- Contact with Director of the Governors Office of Indian Affairs and offer to participate in statewide CQI stakeholder meetings.
- Inclusion of American Indian Tribal staff in regularly scheduled OCS training.
- Providing Indian Tribes with Funding Announcements and Request for Proposals (RFP) on Federal Register
- Receiving Technical Assistance (TA) with National Recourse (NRC) through our Court Improvement Project (CIP) improve our collaboration with Indian Tribes and determining cases that are subject to ICWA.

Louisiana's policies and procedures cover the basic provisions of ICWA. They are as follows as follows:

First, OCS policy requires that staff identifies children who are American Indian. The agency prioritized the need to identify American Indian children early on and stresses that communication be open throughout the child's involvement with the agency.

Second, OCS continues to build relationships with American Indian tribes via the CQI process. Hopefully, by extending the relationship between the agency and tribes to this area of agency functioning, the agency will improve communication with tribes on important matters such as notification of family team conferences and court hearings. Tribal participation in the CQI process also provides an opportunity for OCS staff and tribal representatives to meet and develop relationships.

Third, OCS policy recognizes the special placement preferences for American Indian children. Nonetheless, problems have arisen over foster parent and kinship placements with American Indian families. One problem is described as dual certification; that is, both OCS and a tribe have certified a family to foster. OCS has shown a hesitation to place children in dually certified homes. Another issue has been that some American Indian families have been denied certification to foster or adopt based on their inability to meet some licensing standards. .

Fourth, the Agency seeks to provide services to prevent the breakup of American Indian families. Limitations exist in the availability of services, particularly since the tribes are located in rural areas. Overall, the agency is working toward building a continuum of services that focuses on prevention and the preservation of the family unit.

Fifth, OCS recognizes in policy the right of tribal courts and their jurisdiction. Tribal directors noted that normally the tribal courts allow the local state courts to proceed. However, it was noted that they feel OCS needs to provide their courts with more information for them to make informed decisions. Further, there are situations where the tribal court has decided a child needs to be in care and there are no available American Indian foster parents. Tribes would like to retain jurisdiction while the child is placed in an OCS foster home. It is hoped that through the

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ongoing participation of tribal representatives on regional CQI teams that these types of issues can be discussed and resolved in a manner that is satisfactory to tribes and the agency while serving the best interest of the children and families.

Lastly, in July 2007 the agency added special provisions to policy that applies to a child eligible for membership in a federally recognized Native American Tribe and involved in child custody proceedings relative to foster care placement, termination of parental rights, preadoptive placement and adoptive placement. These special provisions can include family background investigation, pre-removal services, hearing notification to parent and tribe and special placement consideration.

OCS works to carry out ICWA policy and provide comprehensive child welfare services that meet the needs of all families including the needs of American Indian families. Additionally the agency assures the maintenance of a statewide information system (currently Tracking Information Payment System [TIPS]) that contains demographic data and case information for every child in foster care (including American Indian children) as well as a case review system, and a service program designed to improve the safety, permanency and well being of children served by the child welfare system.

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**8.0 Court Improvement Project**

The information below details efforts of the Court Improvement Project (CIP) in SFY 2007 – 2008 and provides updates on the implementation of the recommendations developed from the Child and Family Service Review (CFSR) site visits and the final report.

The demonstration project DSS/OCS has been participating in with CIP has been completed. CIP is engaged in discussions with DSS/OCS and Louisiana CASA about the possibility of engaging CASA volunteers to assist with family finding searches in collaboration with case workers. CIP requested T/TA to help explore how this project might move forward.

Other CIP efforts include the following:

**1. Court delays and ensuring adequacy of hearings**

**Update on Progress/Specific Accomplishments:** With respect to reducing delays and ensuring the adequacy of hearings and court orders, the CIP, with the advice and counsel of its Advisory Committee, continues the work of drafting uniform court rules for child in need of care cases. These model rules have been drafted and are made available to all local courts for modification and voluntary adoption in the form of local rules.

CIP is working collaboratively with DSS/OCS to identify courts that are having problems with ASFA-compliant orders and helping the courts to understand the deficiencies.

**Louisiana Task Force on Legal Representation**

**Update on Progress/Specific Accomplishments in SFY 2007 - 2008:** The Louisiana Task Force on Legal Representation in child protection proceedings is addressing access to qualified, competent legal counsel for children. This group, created by state legislation in 2003 and later re-authorized, consists of representatives from the CIP, the state child welfare agency, the Louisiana Bar Association, Court Appointed Special Advocate (CASA), Louisiana law schools, and other child welfare stakeholders. The Task Force has completed work on a set of attorney standards for attorneys representing children. These standards were presented to the Louisiana Supreme Court, which adopted them in the form of a rule, which became effective July 1, 2005. The Task Force advanced two pieces of legislation in the 2008 Regular Legislative Session for advancing quality legal representation. House Bill No. 214 and Senate Bill 781 both provided for multi-disciplinary interaction in representing children. HCR No. 64 urged and requested the Louisiana Supreme Court Committee on Bar Admissions to study the inclusion of a question relating to the Louisiana Children's Code and Child protection law on the Louisiana Bar Exam.

Currently, CIP is providing funding to pilot a staff model for children's attorneys in the 16<sup>th</sup> Judicial District Court and the 14<sup>th</sup> Judicial District Court. CIP, through its Task Force representation, has also supported the move in Louisiana toward having parents' representation in CINC cases. This legal representation is to be provided by the Louisiana Public Defender Board.

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**Activities Planned for the FY 2009:**

As noted in previous reports, the Louisiana Supreme Court adopted Rule XXXIII, Part III, which sets forth qualifications and standards for attorneys representing children in child in need of care cases. These standards address the qualifications of appointed counsel, duties and obligations, investigations, request for services, hearings, and appellate review.

Feedback on the standards has been mixed. While most attorneys and child welfare practitioners have agreed that standards are good and necessary, attorneys have complained that the standards are too rigorous and discourage attorneys from taking Child in Need of Care (CINC) cases. The standards remain in place and the Louisiana Supreme Court maintains a list of qualified attorneys for appointment.

The Task Force on Legal Representation in Child Protection Cases recommended a restructuring of the entire attorney delivery system. As part of this effort, the state Legislature authorized the creation of the Child Advocacy Program (CAP) within the Mental Health Advocacy Service. The concept is to gradually move from the ad hoc appointment system to the staff and contract model attorneys administered through CAP and the Louisiana Public Defender System with full implementation expected by 2012. In the meantime, Louisiana Court Improvement Project (LCIP) funds were used to compensate two staff model children's attorneys in the 14<sup>th</sup> and 16<sup>th</sup> Judicial District Courts on a demonstration basis. Overall reaction to the new system has been favorable, with judges being most impressed with the quality and competency of representation.

Through the collaborative work of the LCIP on the Task Force, performance standards for indigent parents are being considered for possible implementation on an administrative basis by the Louisiana Public Defender Board, which over time will begin to assume that representation.

The LCIP, with technical assistance from the National Resource Center on Legal and Judicial Issues, co-sponsored with the Louisiana Public Defender Board in November 2007, the first-ever in Louisiana practice seminar for attorneys representing parents in child in need of care cases.

Involvement of District Attorneys in a collaborative fashion on a court by court basis. CIP will attempt to get on the agenda for training/education events sponsored by the Louisiana District Attorneys Association in an effort to increase the level of competence of those attorneys who participate in CINC proceedings.

**Collaboration with CASA**

**Update on Progress/Specific Accomplishments in SFY 2007 - 2008:** The CIP continues to partner and collaborate with CASA to provide regional training opportunities statewide for child welfare stakeholders, attorneys, CASA, agency staff, foster parents, judges and others. The curriculum includes state and federal law and regulations, early childhood and adolescent development and training on relevant court rules and procedures. To date, 6 interdisciplinary cross-trainings have been held with over 400 total participants, including CASA, attorneys, judges, OCS staff, court administration/staff and other child welfare stakeholders.

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- CASA and CIP are exploring the feasibility of expanding into Plaquemines and Lafourche Parishes.
- Court Improvement Project training grants include training with child welfare stakeholders to address professionalism, dynamics of abuse and neglect, roles and responsibilities of CINC stakeholders, child development, ethics and federal and state law.
- Online video training available for judges, attorneys and other parties. Thus far, 7 training videos have been completed (ASFA 101 Parts I & II), Foster Parents: Notice & Opportunity to Be Heard, Ethics, including the new attorney standards of practice and Professionalism. Videos may be viewed at [childrenlawla.org](http://childrenlawla.org). The videos are being utilized as reported by the website administrator and the Louisiana Commission on Legal Education. Two new videos will be posted titled “Permanent Placement: The Legacy of Reform—Court Oversight of Child Welfare” and “Achieving Good Permanency Outcomes: Practice Pointers for Attorneys Who Represent Indigent Parents.”

**Activities Planned for the FY 2009:**

- The agency requested technical assistance to get more judges participation from judges in training/education events. This request helps Louisiana prepare for more active involvement in the CFSR and Title IV-E review process.
- The agency requested technical assistance to do a strategic plan and a specialized training for CASA volunteers around issues involving older youth, especially those with a plan of Alternate Planning Living Arrangement (APLA). Our next steps include discussions and planning with the appropriate resource centers, DSS/OCS, CIP and CASA to develop a mission, vision and strategic plan for implementation.
- Steering committee working to ensure presentations speaks to all participants (i.e. social workers, judges and attorneys).

**Child Advocacy Resource Effort (CARE)**

**Update on Progress/Specific Accomplishments in SFY 2007 - 2008:** The CARE Advisory Committee consists of representatives from DSS/OCS, CASA, Child Advocacy Centers, Office of Indian Affairs, foster parents, attorneys (public and private) and judges. Issues still being considered by the Child Advocacy Resource Efforts (CARE) Advisory Committee include:

- Improving Permanency Options for Older Youth-CIP working collaboratively with DSS/OCS, CASA and other stakeholders to help ensure that youth exiting the foster care system do so with a permanent connection to at least one adult who will be there for them.
- Disproportionate Representation of Minorities in Child Welfare Cases-CIP CARE Advisory Committee has appointed a special subcommittee to collect and analyze data

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around the issues of overrepresentation of children of color in the child welfare system and to explore possible ways for courts to address this issue.

- “Benchmark Hearings”- presently being utilized in one section of Orleans Parish Juvenile Court to improve education and other well-being indicators for foster children aged fourteen years and up.
- CASA support to expand programs into unserved areas and to increase volunteers in existing programs-Looking at expansion in Plaquemines and Lafourche Parishes.
- CIP Judicial Fellow-A retired judge with experience in child welfare cases would serve as a liaison to the Louisiana judiciary as a mentor to new judges and provide technical assistance to seasoned judges to help improve court compliance with ASFA, state and other federal law.
- “Connections for Permanency” Demonstration-Completed in Jefferson and Orleans Parishes, with best practices recommendations, possibly to partner with DSS/OCS and CASA to provide assistance in the location of permanent connections for children exiting the foster care system.
- Children’s Attorney Pilot-CIP funds were used to implement dedicated children’s attorneys in the 14<sup>th</sup> and 16<sup>th</sup> Judicial District Courts. Pilot phase is now over, and this representation is now being provided through the Child Advocacy Program.
- “Together We Can” Conference-Two-day annual state child welfare conference co-sponsored by CIP, DSS/OCS, CASA and others. TA to be utilized for speakers who are national experts on topics identified by the steering committee.
- Linkage to CFSR and Title IV-E Review Processes-TA requested to help identify strategies for more comprehensive and meaningful involvement of the judiciary in these two review processes.
- Through the collaborative work of the Louisiana Court Improvement Project (LCIP) on the Task Force, performance standards for indigent parents are being considered for possible implementation on an administrative basis by Louisiana Public Defender Board, which over time will begin to assume that representation. The LCIP, with technical assistance from the National Resource Center on Legal and Judicial Issues, co-sponsored with the Louisiana Public Defender Board in November 2007, will have the first Louisiana practice seminar for attorneys representing parents in child in need of care cases.

## **2. Attorney standards**

**Update on Progress/Specific Accomplishments in SFY 2007 - 2008:** The attorney standards for representation of children were adopted by rule of the Louisiana Supreme Court, effective July 1, 2005. CIP is providing training and education, through its training grant, to attorneys so

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that they can meet the mandatory annual requirement of 6 hours of specialized continuing legal education in this area of practice. Program evaluations are conducted after each session.

**Activities Planned for the FY 2009:**

The children's attorney performance standards, adopted in 2005, encourage attorneys to have their clients attend hearings when and if possible and when such appearances would not be harmful to the child. This work should result in more detailed case reviews and permanency hearings.

**3. Status of the Integrated Juvenile Justice Information System (IJJIS)**

**Update on Progress/Specific Accomplishments in SFY 2007 - 2008:** The CIP has contracted with Integrated Information Systems to write the software for the new web-based Child in Need of Care module of the Integrated Juvenile Justice Information System. The design specifications are available for review. Pilot testing is in progress at Orleans Parish Juvenile Court. A second pilot site, 14<sup>th</sup> Judicial District Court, in Lake Charles should be online by June 30, 2007.

**Activities Planned for FY 2009:**

- Development of strategy to link the IV-E review with the judicial process. CIP would like to engage judges more actively in the process. CIP is working collaboratively with DSS/OCS to identify courts that are having problems with ASFA-compliant orders and helping the courts to understand the deficiencies.
- Database for activities and implementations to be put on the DSS website, through a link to the CIP website, "Children's Law Advocacy Resource Online," which can be found at [childrenslawla.org](http://childrenslawla.org). CLARO is linked to the DSS/OCS website.
- Diligent search component to be developed to assist with problems in maintaining contact information for families in CINC cases. This feature will be derived from best practices learned in the "Connections for Permanency" pilot. The methodology for the search component has been developed, but it has not yet been automated.

**4. Curriculum for continuing education of judges**

**Update on Progress/Specific Accomplishments in SFY 2007 - 2008:** Various training opportunities for the continuing education of judges will include state and federal law and regulations, early and/or adolescent childhood development, information on the new standards for attorneys representing children, best practices for improved court performance regarding Adoption and Safe Families Act (ASFA) implementation, introduction to the Bench Cards for Essential Judicial Functions and other topics as indicated. Four trainings were offered to the judiciary, in addition to the online opportunities. CIP staff present at most judicial conferences, including the spring and fall judges conferences. In addition, judges are invited and encouraged to attend the 2008 "Together We Can" conference in September. Judicial participation has been promoted at most recent conferences as well as the upcoming conference. Judges, CASA,

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attorneys have also been invited to attend stakeholder presentations of Louisiana's Leading Innovations for Family Transformation and Safety (LIFTS) initiatives throughout the state in order obtain information and education regarding the services.

**Activities Planned for the FY 2009:**

- Continue educating the judicial systems in the remaining areas involved the in Louisiana LIFTS roll out.
- The data collect includes outcomes based data on each initiative, synthesized reports for each region, composite for federal outcomes which have drill down capabilities for each region.
- TA requested in obtaining CIP Judicial Fellow to assist judges in improving ASFA timelines
- TA requested to assist in working on only website and training

**5. Mediation Pilot Program**

**Update on Progress/Specific Accomplishments in SFY 2006 - 2007:** Major grant funding for the Mediation Pilot ended June 30, 2005. The CIP is working with the two pilot sites to ensure continuation of the programs. To date, the program has served numerous children and families in both Orleans and Jefferson Parish Juvenile Courts. Both courts have agreed to provide continued support beyond the pilot period. The CIP is working to expand the program into other state courts. The initial expansion phase has began in 9<sup>th</sup> JDC (Alexandria) and plans are being developed to implement a mediation program in the region. 19<sup>th</sup> JDC (East Baton Rouge) and 14<sup>th</sup> JDC (Lake Charles) continue to express an interest in mediation, but, the program has not been implemented. The 4<sup>th</sup> JDC (Monroe) is no longer expressing interest in the mediation program.

The evaluation was successfully completed and is available for review. Of particular note is one finding that showed that in cases sent to mediation prior to disposition, 73% of cases achieved permanency within one year, as opposed to only 44% of cases that followed the traditional litigation route. No other statistics are available at this point, but a copy of the program evaluation is available for review upon request.

**Activities Planned for the FY 2009:**

- Orleans and Jefferson has committed to ongoing support of mediation project and continue to implement the program within their perspective districts
- Continue the implementation process in Alexandria
- Continue to explore East Baton Rouge and Lake Charles Regions' interest in Mediation.

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- Monitor the mediation project developed based on pro-bono attorneys to determine if it accelerates permanency for children involved in the Juvenile Court process

**6. Child and Family Services Review (CFSR)/Program Improvement Plan (PIP)**

**Update on Progress/Specific Accomplishments in SFY 2007 - 2008:** Promulgation and implementation of practice standards for attorneys representing children was been successfully completed during the last reporting period. The development of a training and education package for judges, lawyers and other child welfare stakeholders continues to run smoothly. Out of this effort has come the Children's Law Advocacy Resource Online (CLARO). For more information, please see [www.childrenslawla.org](http://www.childrenslawla.org).

**Activities Planned for the FY 2009:**

In order to recruit, train and retain more qualified legal representation for storm impacted families and children, the Louisiana Court Improvement Program (CIP) worked with National Resource Centers to develop seven on-line Continuing Legal Education (CLE) courses. These CLEs are posted on the Louisiana Children's Legal Advocacy Resource Online (CLARO) and are available at no charge to attorneys throughout the state. The available courses include ASFA 101, Parts I and II; Permanency Options, Parts I and II; Foster Parents: Notice and Opportunity; Professionalism (legal v. social work); and Ethics (legal v. social work).

Live trainings, including ethics and professionalism, on advocacy for children and families in the context of hurricanes Katrina and Rita have been provided in Bossier City, New Iberia, Leesville, New Orleans, Chalmette, Monroe, Hammond, Metairie, Natchitoches and Alexandria. The courses have been attended by attorneys, judges, court staff, DSS/OCS employees, CASA volunteers, and mental health professionals.

**CIP Activities planned for the FY 2009:**

The Louisiana Supreme Court, through its Court Improvement Program, is making great strides through its strategic plan of addressing the issues illuminated through its 2005 re-assessment.

Technology in the form of the IJIS-CINC, which is currently being used in two pilot sites, will give courts much-needed information to help them better manage their caseloads, thereby improving timeliness of hearings and minimizing delays. Once fully implemented, system data will be available to CIP for strategic planning purposes and targeted outreach to courts with performance problems.

A judicial workload study, being conducted with CIP Data Collection & Analysis funds, will help to inform progress being made toward preventing continuances, ensuring adequate time for presentation of evidence, providing families and foster parents a chance to be heard, adequately addressing ICWA and other due process issues which should result in more in-depth hearings.

CIP is working with DSS/OCS attorneys and district attorneys to help find ways to improve the level of legal representation to the state at early stages in the CINC process.

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Courts are working to find effective ways to give children the opportunity to participate in hearings and be heard. One such innovation in pilot phase is that of Benchmark Conferences, which offer a more informal approach to case review and allow children to participate as conferences are scheduled to that children do not have to miss school.

CIP focus on issues around older youth are being addressed in a very meaningful way through the collaborative “Connections for Permanency” demonstration, which looks for permanent connections for children at risk of aging out of the system without permanent placements. Results thus far have been gratifying and encouraging.

In conclusion, the Louisiana CIP is on track with many projects that will ultimately improve the safety, well-being and permanency issues for children in the state’s care. The ability to track these initiatives over time and to collect performance data will improve as the IJJIS-CINC comes online in more and more courts. In the meantime, paper reviews, courtroom observations, interviews and focus groups will provide guiding information to inform the CIP strategic plan and to make adjustments as needed

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**9.0 Children's Justice Act**

**Program Description:** The Louisiana Children's Justice Act (CJA) Task Force is a multi-disciplinary group of professionals and community level representatives with knowledge and experience related to the juvenile and criminal justice systems and the issues of child abuse and neglect. The purpose of the CJA Task Force is to coordinate the functions and activities of the Children's Justice Act in the State of Louisiana and ensure compliance with CJA Grant requirements. The recommendations of the Task Force for expenditure of grant funds are designed to improve the handling of child abuse and neglect cases, particularly cases of child sexual abuse and exploitation, in a manner which limits additional trauma to the child victim. Grants are also awarded to improve the investigation and prosecution of cases of child abuse and neglect, the handling of suspected child abuse and neglect related fatalities, and system responses to child victims with disabilities.

During the past year, the Task Force finalized its mission statement and continued to implement its three year goals and objectives relative to training/resources, programs to improve process, collaboration, laws and protocols, and child victims with disabilities. The Task Force held quarterly meetings and the Child Victims with Disabilities Subcommittee and certain other subcommittees met in the interim.

During 2008-2009, the Task Force will continue to implement its three year goals and objectives as well as complete the assessment and planning process for setting its strategic plan for the subsequent three years.

**Task Force Programs and Activities for FY 2007-2008:**

In addition to regular meetings of Task Force members, the Task Force supported the following activities in FY 2007-2008:

- Co-Sponsorship of the annual Together We Can conference, Louisiana's statewide conference on child abuse and neglect.
- Additional conferences and/or conference tracks: Family Focus, Children's Advocacy Centers of Louisiana, Louisiana CASA, and the Louisiana Foundation Against Sexual Assault.
- Child Advocacy Mediation Program in Orleans Parish.
- State and local child advocacy centers.
- State and local court appointed special advocates.
- Child death review coordination.
- Education and development opportunities for children's attorneys.

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- Education of child advocacy center representatives and partners relative to closed circuit testimony.
- Continued collaboration with the Louisiana's Children's Code Committee regarding legislation impacting child victims of abuse and neglect and their families.
- Expanding program and training resources relative to working with child victims with disabilities.

**Programs and Activities Planned for FY 2009:**

The Task Force will continue to implement its three year goals and objectives in the areas of training/resources, programs to improve process, collaboration, laws and protocols, and child victims with disabilities. Many of the programs and activities described above will continue in FY 2008-2009.

Additional work is also expected to occur relative to:

- Training and education of medical, legal, law enforcement, education, and other multi-disciplinary professionals. For example, the Child Advocacy Center of Louisiana is identifying medical professionals in various locations of the state willing to commit to being trained and available to conduct child abuse medical exams. CJA will support these professional's participation in medical exam training being provided at the national level. CJA also plans to sponsor the participation of several Louisiana Child Advocacy Program representatives in the National Association of Counsel for Children conference. The Task Force will facilitate training opportunities in the educational community relative to child abuse and neglect reporting and is also pursuing opportunities for sponsoring sessions or tracks on child abuse and neglect at Louisiana law enforcement and district attorney conferences.
- Development of effective learning models for the multi-disciplinary professionals involved in child abuse and neglect cases. CJA will help support further development of a university consortium on child abuse and neglect training and education. CJA will also continue to work closely with the Court Improvement Program in implementing its five year training grant.
- Continued expansion of training and resources relative to working effectively with child victims with disabilities, including a partnership with Families Helping Families to assess needs on a regional and statewide basis and implement training and support strategies responsive to those needs.
- Evaluation of Louisiana's new attorney representation model for children and indigent parents.

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- CJA three year assessment and planning pursuant to program guidelines. The Task Force plans to sponsor a retreat in the early part of 2009 to complete the assessment and initiate the subsequent 3 year plan development.
  
- Other initiatives consistent with the CJA Task Force's mission and strategic plan.

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**10.0 Technical Assistance**

The Children's Bureau, Administration for Children and Families (ACF), makes available to states an array of national child welfare resource centers whose purpose is to provide states with training and technical assistance (T/TA) to improve services to children and families as well as to implement PIP related projects.

OCS values highly the technical assistance provided by ACF and the resource centers and is thankful for the assistance and expertise. Post hurricanes Katrina and Rita the agency worked with ACF and the National Resource Centers (NRC) to develop a technical assistance plan focused on short term-recovery and long-term reform. The charts on the following pages provide information on T/TA used in the SFY 2006 – 2007 as well as in SFY 2007 - 2008.

Based on the successful collaboration between ACF, the State and the national resource centers the 2008-2009 T/A plan was developed for Louisiana focusing on numerous facets of the organization and service delivery. Some of the work is carried over from the previous years' TA plan and some of the work is new. All of the work is directed at ensuring favorable outcomes for children and families.

Pages 64 - 68 represent the T/TA plan developed after the hurricanes of 2005.

Pages 69 - 74 represent T/TA in SFY 2006 – 2008.

Pages 75 - 79 shows the T/TA plan developed in February, 2008.

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**LOUISIANA DSS/OCS TECHNICAL ASSISTANCE PLAN**

**LAST EDIT:** 4/18/07 version,  
revisions: 4/23/07; 4/26/07, UPDATE **6/1/07**

**TECHNICAL ASSISTANCE PLAN**  
**Recovery (Short Term)**

OUTCOME	ACTIVITY (TA)	NRC LEAD	LA LEAD	STATUS
<b>Office of Community Services</b>				
1. Safety*	Analyze current CPS Re: Increase in children entering care	NRC for Child Protective Services <b>NRC for Data and Technology</b>	Cindy Phillips	<b>Report Completed and Submitted to Administration; Review in 6/07 in Lake Charles (at the request of the RA to look at increased foster care entries) ONGOING</b>
2. Permanency	Family finding work to locate familial resources and permanent connections with a special focus on youth in residential care and youth aging out of care	NRC for Family Centered Practice and Permanency Planning NRC Legal and Judicial Issues	Celeste Skinner	-Training on family finding in: Greater New Orleans in 3/07, Covington, planned 4/30-5/2, Baton Rouge/Thibodaux/Lake Charles planned 5/23-25, Lafayette/Monroe planned 6/18-20, Shreveport/Alexandria NYD -Assisting staff integrate training into case planning and core training.
3. Permanency	Assist in the development of a plan for re-certification of families	Adopt Us Kids	Joe Bruno	Completed
4. Permanency*	Develop training on disaster trauma and its effect on staff Assess the needs of displaced foster children and families	NRC for Family Centered Practice and Permanency Planning	Kaaren Hebert	-ONGOING -Providing one day-long training in 4/07 and 5/07 <b>In Lake Charles, Baton</b>

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OUTCOME	ACTIVITY (TA)	NRC LEAD	LA LEAD	STATUS
				<i>Rouge, New Orleans/Jefferson; planned again in 5/07 and 6/07 for Lake Charles</i>
5. Permanency	Revise licensing policy (consultation)	NRC for Family Centered Practice and Permanency Planning	Marty Gibson	-Licensing workgroup to review OYD recommendations –NO ONSITE TA UTILIZED AS OF 6/1/07
6. Permanency	Research sound placement practices around interjurisdictional placements during a disaster Develop ICPC protocols Develop desk-top matrix for decision-making	Adopt Us Kids	Rhenda Hodnett	Completed
7. Permanency Well-Being*	Maintain/expand service continuum for youth Create a strategy for supplemental services	NRC for Youth Development, (Kathy Sutter)	Celeste Skinner	-Report completed -Integrating Ansell-Casey into training and practice -Coordinating with OYD, CASA and residential providers -Developing a strategy to revise service array -Piloted training on Ansell-Casey in 3/07 in Baton Rouge -Piloting in Baton Rouge this summer, planned for 6/097 and 7/07 -Review of RFP content for possible RFP for independent living providers in 5/07-ONGOING
8. Permanency*	Provide curricula and training on cultural competency	NRC for Adoption NRC for Youth Development	Patsy Johnson, Connie Wagner & John McInturf	-Completed caseworker training –Not yet

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OUTCOME	ACTIVITY (TA)	NRC LEAD	LA LEAD	STATUS
				completed; meeting planned with OCS RA's in 6/07 in Baton Rouge; caseworker training will ensue after 6/07 -Developing supervisory curricula -OCS senior managers to review organizational assessment report -- will be the RA meeting in 6-07- ONGOING
9. Quality Assurance	Clarify what is to be measured Redefine roles and responsibilities of QA staff (efficiency) Expand use of QA information with staff	NRC for Organizational Improvement	Marty Gibson	-ONGOING -Case reviewer training in September
<b>Court Improvement Project</b>				
Safety Permanency Well-Being	Develop general online video training 1) Curriculum on Legal and Judicial Processes for lawyers, judges, OCS administrators, supervisors, and stakeholders (foster parents, CASA) 2) Develop video training on 148	NRC on Legal and Judicial Issues NRC for Organizational Improvement NRC for Data and Information Technology	Mark Harris, Jan Byland, Karen Hallstrom	Completed  Video training on 148 and APPLA in process
Safety Permanency Well-Being	Develop and distribute "Emergency Preparedness Guide for Dependency Courts" Produce video to accompany guide	NRC on Legal and Judicial Issues	Mark Harris	Completed
Safety and Permanency	Legal research Re: interjurisdictional issues, including ICPC & UCCJEA	NRC on Legal and Judicial Issues	Mark Harris & Rhenda Hodnett	Completed
Safety Permanency And Well-Being	Communication among affected regions • Set up list serves (forums) for affected regions	NRC on Legal and Judicial Issues	Mark Harris	Completed

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OUTCOME	ACTIVITY (TA)	NRC LEAD	LA LEAD	STATUS
Safety Permanency And Well-Being	Together We Can Conference <ul style="list-style-type: none"> <li>Take the lead on coordinating RC support for statewide conference (financial support &amp; coordinating speakers)</li> </ul>	NRC on Legal and Judicial Issues	Susan Delle	Completed
Permanency	La. Act 271 (2006) Implementation/Task Force on improving legal representation of children and indigent parents: recommended data collection, methodology for using resources, and study of reasonable caseloads for attorneys representing this population of cases. Strategic planning on standards and activities	NRC on Legal and Judicial Issues	Jan Byland, Karen Hallstrom, Kevin Robshaw, Mark Harris	Recommendations formulated  Funding sought  NRCLJI will assist with evaluation plans and process

**REFORM (Long-Term)**

OUTCOME	ACTIVITY (TA)	NRC LEAD	LA LEAD	STATUS
Safety	CPI Intake Re-design <ul style="list-style-type: none"> <li>Structured Decision-making</li> <li>Assessment Model</li> <li>Specialized Intake</li> </ul>	NRC for Child Protective Services	Cindy Phillips  John McInturf	-Structured Decision-making is on hold in CPS, but is moved to Family Services and Foster Care with John McInturf as Lead <i>Preliminary meeting 5/07 in Baton Rouge</i> -Alternative response rolled out to: <i>Baton Rouge, Covington, and Jefferson District (Jefferson, St. Bernard, Plaquemines Parishes) of Grater New Orleans Region in 9/07;</i> <i>-Specialized Intake: Budget proposal to be</i>

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OUTCOME	ACTIVITY (TA)	NRC LEAD	LA LEAD	STATUS
				<i>developed / submitted for inclusion in budget, increase proposal for SFY 08-09.- ONGOING</i>
Safety Permanency and Well-Being Service Array *	<ul style="list-style-type: none"> <li>- Evaluate current family assessments re: needs</li> <li>- Analyze assessment data (agency &amp; parish)</li> <li>- Analyze service array</li> <li>- Review System of Care Models</li> <li>- Design continuum of services</li> </ul>	NRC for Organization Improvement w/ NRC for Family Centered Practice and Permanency Planning and NRC for Data and Technology NRC for Children's Mental Health Friends NRC	Rhenda Hodnett	Training on new assessment process <i>-Expect software by 7/1/07 with training to be done in phases -ONGOING</i>
Safety Permanency and Well-Being	Assist in development of service continuum	NRC for Organizational Improvement NRC for Family Centered Practice and NRC for Protective Service	Rhenda Hodnett	On Hold (but considering one pilot in a Region)

**\*T.A. OUTLINED IN FOLLOWING CHART**

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**2006-2008 Technical Assistance**

National Resource Center	Days Requested	Date/Days T.A. Used	Contacts/ Leads	Activity
NRC for Youth Services	1	July 11, 2006 mtg. w/ ILP providers; 15 participants	Celeste Skinner, Kathy Sutter & Thomas Chapmond	To review and restructure of Independent Living Program
NRC for Youth Services	2	August 21 & 22, 2006 – focus groups held w/ youth, staff and residential providers in Alexandria, Shreveport & Monroe Regions; 66 participants	Celeste Skinner, Kathy Sutter & Thomas Chapmond	To review and restructure of Independent Living Program
NRC for Youth Services	2	August 23 & 24, 2006 focus groups held w/ youth, staff and foster parents in Lafayette, Lake Charles and Thibodaux Regions; 66 participants	Celeste Skinner, Kathy Sutter & Thomas Chapmond	To review and restructure of Independent Living Program
NRC for Youth Services	2	August 28 & 29, 2006 focus groups held w/ youth, staff and foster parents in Baton Rouge, Covington and Greater New Orleans Regions; 66 participants	Celeste Skinner, Kathy Sutter & Thomas Chapmond	To review and restructure of Independent Living Program
NRC for Youth Services	1	August 30, 2006 focus groups with ILP providers & review of information gathered in focus groups	Celeste Skinner & Thomas Chapmond	To review and restructure of Independent Living Program
NRC for Youth Services	2	November 14 & 15, 2006 Prioritization of recommendations; development of Katrina/Rita class; presentation to Regional Administrators; 20 participants	Celeste Skinner, Kathy Sutter & Thomas Chapmond	To review and restructure of Independent Living Program
NRC for Adoption	3	3 days, March 2007, cultural diversity training consult	Patsy Johnson & John Levesque	To improve the agency's cultural sensitivity

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National Resource Center	Days Requested	Date/Days T.A. Used	Contacts/ Leads	Activity
NRC for Youth Services	6	3 days used as of March 19, 20 & 21, 2007 Ansell-Casey trainer the trainer; 15 participants	Celeste Skinner, Kathy Sutter & Thomas Chapmond	To review and restructure of Independent Living Program
NRC for Youth Services	2	May 29 & 30, 2007, Ansell-Casey Assessment Instrument; meeting with Judge Gray (CIP benchmark hearings); 6 participants	Celeste Skinner, Kathy Sutter & Thomas Chapmond	To review and restructure of Independent Living Program
NRC for Youth Services	2	June 22, 2007 assistance planned with RFP process; work on youth leadership group; 4 participants	Celeste Skinner, Kathy Sutter & Thomas Chapmond	To review and restructure of Independent Living Program
NRC for Youth Services	3	3 days, March 2007, cultural diversity training consult	Patsy Johnson & John Levesque	To improve the agency's cultural sensitivity
NRC for Youth Services	1	Sept. 6 Interagency Barrier Buster	Celeste Skinner, Kathy Sutter & Thomas Chapman	This TA part of ILP redesign
NRC for Youth Services	4	September 29 & 30 and Oct. 20 & 21 – Youth Advisory Board	Celeste Skinner & Clay Finch	This TA part of ILP redesign
NRC for Youth Services	2	Foster Parent Annual Conference	Nancy Miller & Kathy Sutter	Capacity bldg. for helping foster parents prepare youth for independent living
NRC for Family Centered Practice & Permanency	4 2 additional days in April	July 17,18,19, & 20, 2007 17 <sup>th</sup> – Orleans 18 <sup>th</sup> – Jefferson 19 <sup>th</sup> - Lake Charles 20 <sup>th</sup> – Baton Rouge	Kaaren Hebert, Stephanie Boyd Serafin,	To train the trainer on Trauma Training

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National Resource Center	Days Requested	Date/Days T.A. Used	Contacts/ Leads	Activity
Planning	2008		Gary Mallon, Patsy Johnson, April Naturale, Valerie Harvey	(Secondary Trauma Training)
NRC for Family Centered Practice & Permanency Planning	2  30 days requested, 15 days approved	2 days in August 2006  To begin in Jan. 2008 (still working to complete work on these 15 days)	Rhenda Hodnett & Lorrie Lutz & Stephanie Boyd Serafin	To assist with development and implementation of the Family Assessment Instrument as well as train the trainer sessions
NRC for Family Centered Practice & Permanency Planning	3	3 days-Jan. 24, 25, & 26, 2007. Western Wash. State Catholic Community Services training on family finding and engagement – over 100 attendees	Celeste Skinner & Gary Mallon	To assist with family finding and engagement
NRC for Family Centered Practice & Permanency Planning	1	1 day-March 13, 2007 meeting regarding older youth and FGDM	Celeste Skinner & Gary Mallon	Reunification Efforts
NRC for Family Centered Practice & Permanency Planning	3	3 days-March 26, 27, & 28, 2007. Western Wash. State Catholic Community Services training on family finding and engagement – 100 attendees	Celeste Skinner & Gary Mallon	To assist with family finding and engagement
NRC for Family Centered Practice & Permanency Planning	3	3 days-April 30, May 1 & 2, 2007 Western Wash. State Catholic Community Services training on family finding and engagement – 100 staff	Celeste Skinner & Gary Mallon	To assist with family finding and engagement
NRC for Family	3	3 days- May 23, 24 & 25, 2007 Western Wash. State	Celeste Skinner &	To assist with family finding

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National Resource Center	Days Requested	Date/Days T.A. Used	Contacts/ Leads	Activity
Centered Practice & Permanency Planning		Catholic Community Services training on family finding and engagement – 120 staff	Gary Mallon	and engagement
NRC for Family Centered Practice & Permanency Planning	1	1 day-June 7, 2007 meeting regarding older youth and FGDM & CIP; 14 attendees	Celeste Skinner & Gary Mallon	Reunification Efforts
NRC for Family Centered Practice & Permanency Planning	3	3 days- June 19,20 & 21 2007 Western Wash. State Catholic Community Services training on family finding and engagement – 120 attendees	Celeste Skinner & Gary Mallon	To assist with family finding and engagement
NRC for Child Protective Services	3	3 days- July 18, 19, & 20, 2007: Western Wash. State Catholic Community Services training on family finding and engagement – 110 attendees	Cindy Phillips & Anna Stone	To review of increase in foster care entries
NRC for Child Protective Services	8	5 days in 2006 3 days in 2007	Cindy Phillips & Anna Stone	To review of increase in foster care entries
NRC for Child Protective Services	1	Dr. Blake with work to help the state strengthen our Citizen's Review Panels	Dr. Blake Jones, Marcia Daniel	To help OCS learn to manage and effectively utilize the experiences and outcomes that panels afford our agency.
NRC for Data and Technology	3	1 day in 2006 2 days in 2007	Cindy Phillips & Joe Murray	To analyze data regarding increase in foster care entries
NRC for Data and	2	2 days	Joseph Keegan,	To help map and proof

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National Resource Center	Days Requested	Date/Days T.A. Used	Contacts/ Leads	Activity
Technology			Julie Chang & Jeff Johnson	technical design documents for all 15 foster care related CFSR outcomes; assisted in installing and running the SPSS federal syntax on two computers and run the outcomes on prior yr AFCARS submissions
NRC for Data and Technology	2-3		Sherry White, Debbie Milner	To assist with state's SACWIS system, ACCESS
NRC for Data and Technology	General Request Submitted /number of days unknown at this time		Rhenda Hodnett	To review data sets on new LA LIFTS initiatives
NRC for Org. Improvement	3	March 28, 29 & 30, 2007, review of PCR process, attendance at statewide CQI meeting	Marty Gibson, Jan Byland, Bill Vincent & Peter Watson	To work on QA, CQI and PCR processes
NRC for Org. Improvement	2	Request submitted 7/12/07 for 2 days – August 29 train the trainer session on use of the PCR review instrument and August 30 – consult on PCR Process	Marty Gibson, Jan Byland, Bill Vincent &	To work on QA, CQI and PCR processes

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National Resource Center	Days Requested	Date/Days T.A. Used	Contacts/ Leads	Activity
			Peter Watson	
NRC for Org. Improvement	General Request Submitted /number of days unknown at this time		John McInturf	To assist state with documentation issues

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**LOUISIANA OFFICE OF COMMUNITY SERVICES**  
**TECHNICAL ASSISTANCE PLAN**

**ACF RO VI Lead: Amy Grissom**

<b>OUTCOME / PROGRAM AREA</b>	<b>ACTIVITY (TA)</b>	<b>NRC LEAD</b>	<b>LA LEAD</b>	<b>STATUS</b>
A1. Safety	Alternate Response Implementation <ul style="list-style-type: none"> <li>• Support implementation expansion</li> <li>• Evaluate implementation of assessment</li> <li>• Integrate evaluation with case review</li> </ul>	NRC for Child Protective Services – Anna Stone	Cindy Phillips	Pending Initiated <b>In Progress</b> Postponed Completed
A2. Safety, Permanency and well-being	Implement Focus on Four comprehensive assessment process: <ul style="list-style-type: none"> <li>• Train on assessment tool and family engagement</li> <li>• Obtain feedback from field staff, management &amp; supervisory staff</li> <li>• Implement assessment process with quality monitoring</li> </ul> Expand Family Finding Training	NRC for Family Centered Practice & Permanency – Lorrie Lutz	Rhenda Hodnett	Pending Initiated <b>In progress</b> Postponed Completed
A3. Permanency	Review levels of care systems from other states <ul style="list-style-type: none"> <li>• Acquire standardized instruments</li> <li>• Develop standardized framework</li> <li>• Evaluate past graduate adoption competency curriculum (G. Mallon)</li> </ul>	NRC for Family Centered Practice & Permanency Planning  NRC for Adoption - John Levesque	Joe Bruno	Pending Initiated <b>In progress</b> Postponed Completed

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OUTCOME / PROGRAM AREA	ACTIVITY (TA)	NRC LEAD	LA LEAD	STATUS
A4. Permanency	<ul style="list-style-type: none"> <li>-Redesign adoption curricula</li> <li>-Review disproportionality issues in adoption decision-making (J. Levesque)</li> <li>-Develop training for worker on talking to children about adoption(unpacking the no)</li> </ul>	<p>NRC for Adoption - John Levesque</p> <p>NRC for Family Centered Practice &amp; Permanency Planning - Gary Mallon</p>	Bruce Daniels	<p><b>Pending</b></p> <p>Initiated</p> <p>In progress</p> <p>Postponed</p> <p>Completed</p>
A5. Permanency /Youth	<ul style="list-style-type: none"> <li>-Assist with redesign of independent living program and of youth advisory committee</li> <li>-Integrate the Ansell-Casey Assessment</li> <li>-Assist with youth permanency planning</li> <li>-Provide ACLSA Training of Trainers for new IL providers and OYD staff - July</li> <li>-Assistance with the development of transitional housing programs</li> <li>-Provide training for foster parents on teaching IL skills in the home</li> <li>-Facilitate IL Providers meeting in July</li> <li>-Ongoing assistance to youth advisory committee</li> <li>-Provide information on Trauma Informed Care</li> </ul>	<p>NRC for Youth Development -Kathy Sutter</p> <p>NRC for Family Centered Practice &amp; Permanency Planning</p> <p>NRC for Adoption</p>	Celeste Skinner	<p>Pending</p> <p>Initiated</p> <p><b>In progress</b></p> <p>Postponed</p> <p>Completed</p>
A6. Quality Assurance	<ul style="list-style-type: none"> <li>-Provide assistance with modifying quality reviews to focus on practice (safety, permanency and family stability)</li> <li>-Assist with utilization of quality review information in management, supervision and practice</li> <li>-Integrate practice model implementation monitoring with quality assurance</li> </ul>	NRC for Organizational Improvement - Peter Watson	Jan Byland	<p>Pending</p> <p>Initiated</p> <p><b>In progress</b></p> <p>Postponed</p> <p>Completed</p>

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A7. Information Technology, Data Management	-Provide assistance with using data in decision-making for managers and supervisors -Assist with SACWIS design -Assist with formulation of data sharing strategy -Assist with development of youth indicators data base -Assist courts with disproportionality data analysis	NRC for Child Welfare Data & Technology - Kate Hjelm  NRC for Youth Development - Kathy Sutter	John McInturf	Pending Initiated <b>In progress</b> Postponed Completed
A8. Workforce	-Work Process Planning (turnover issues)	NRC for Organizational Improvement - Susan Kanak NRC for Child Welfare Data & Technology - Lynda Arnold	Joe Bruno	Pending <b>Initiated</b> In progress Postponed Completed
A9. Training System	Develop Training System <ul style="list-style-type: none"> <li>• Assist in formation of training consortium</li> <li>• Assist in the development of a training system work plan</li> <li>• Provide information about other state training program designs</li> <li>• Workforce Development (including supervisory training)</li> </ul>	NRC for Organizational Improvement - Susan Kanak	Marty Gibson	Pending <b>Initiated</b> In progress Postponed Completed
A10. CFSR	Assist OCS and courts prepare for 2010 onsite CFSR <ul style="list-style-type: none"> <li>• Assist OCS with development of the Statewide Self-Assessment</li> </ul>	NRC for Organizational Improvement -Peter Watson NRC for Legal and Judicial - Joanne Brown	Joe Keegan	Pending Initiated In progress <b>Postponed</b> Completed Review status at end of year

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<b>OUTCOME / PROGRAM AREA</b>	<b>ACTIVITY (TA)</b>	<b>NRC LEAD</b>	<b>LA LEAD</b>	<b>STATUS</b>
A11. Service Array	Assist with advancement of quality mental health services to children and families in the child welfare system	NRC for Organizational Improvement - Kris Sahonchik	Jan Byland	Pending <b>Initiated</b> In progress Postponed Completed
Court Priorities				
B1. Strengthen internal & external professional development capacity	Assist with conference presentations <ul style="list-style-type: none"> <li>• Together We Can Conference</li> <li>• Older Youth Summit</li> </ul>	NRC for Legal and Judicial- Joanne Brown	Mark Harris	Pending <b>Initiated</b> In progress Postponed Completed
B2. Disproportional Representation	Assist with Disproportional Representation <ul style="list-style-type: none"> <li>• Analyze data</li> <li>• Assist with strategy development</li> <li>• Review strategies/models from other jurisdictions</li> <li>• Assist in the development of protocols, a manual, and training</li> </ul>	NRC for Data and Technology - Debbie Milner  NRC for Adoption - John Levesque  NRC for Legal and Judicial - Joanne Brown	Mark Harris	Pending <b>Initiated</b> In progress Postponed Completed
B3a. Strengthen internal & external professional development capacity	Training <ul style="list-style-type: none"> <li>• New DAs</li> </ul>	NRC for Legal and Judicial- Joanne Brown	Mark Harris	<b>Pending</b> Initiated In progress Postponed Completed
B3b. Strengthen internal & external professional development capacity	Improve legal representation <ul style="list-style-type: none"> <li>• Assess agency representation, possibly including a survey of the agency attorneys, child welfare workers, judges; interviews with</li> </ul>	NRC for Legal and Judicial- Joanne Brown	Mark Harris	Pending <b>Initiated</b> In progress Postponed Completed

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OUTCOME / PROGRAM AREA	ACTIVITY (TA)	NRC LEAD	LA LEAD	STATUS
	<p>OCS regional administrators and OCS leadership</p> <ul style="list-style-type: none"> <li>• Developing/presenting training based on survey results, agency priorities and ABA model standards for agency attorneys.</li> <li>• Analyze findings and craft recommendations around policy and procedures</li> <li>• Strengthen the training program for new social workers around state/federal law, preparation for court, testifying, judicial expectations and writing effective court reports.</li> </ul>			
B4. Information	<p>Provide information regarding:</p> <ul style="list-style-type: none"> <li>• Models for connecting with judges</li> <li>• Expansion of Benchmark Conferences ??</li> <li>• Interstate placement</li> <li>• Improving IV E reviews</li> </ul>	NRC for Legal and Judicial- Joanne Brown	Mark Harris	<p><b>Pending</b>            Initiated            In progress            Postponed            Completed</p>
<b>ADDITIONAL TECHNICAL ASSISTANCE</b>				
OUTCOME / PROGRAM AREA	ACTIVITY (TA)	NRC LEAD	LA LEAD	STATUS
Community Collaboration	Work on strengthening and developing Citizen Review Panels	NRC for Child Protective Services – Dr. Blake Jones	Marcia Daniel	2 days requested in July 2008

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**11.0 Research and Evaluation**

OCS has identified several needs that are in the process of being addressed in the area of research and evaluation. These are summarized as follows:

Coordination with Other Agencies-Data Matching/Exchange:

1. Data was obtained from the Office of Youth Development in order to identify youth served in juvenile corrections and in foster care. The initial data match allowed the two agencies to identify a subgroup of youth that have been served by both agencies and to determine the frequency with which each agency is the first point of entry into a state system. The absence of a common identification number in both data systems limits the match process and will continue to be a barrier to comprehensive cross-systems analysis. However, future data matches are anticipated. Data derived from this process can be used by executives and managers in both agencies to better understand and plan services for clients that overlap systems.
2. A dataset on foster care youth was provided to the Department of Education to obtain education information, including standardized test scores. The data will be used by the foster care program to improve policies and services for youth in foster care.

Quality Assurance Process:

1. A comprehensive review of the ongoing monthly quality assurance case review process was undertaken. The Child Protection Investigations (CPI) QA Reviews ended with the initiation of A Comprehensive Enterprise Social Service System (ACCESS), Louisiana's SACWIS System. CPI data is in the process of being cleaned up in ACCESS and will be reviewed through that system. The Family Service (FS) QA-1 is being used in the FS program, but, a comprehensive review continues to determine necessary revisions. A revised Foster Care (FC) QA-1 and the new Adoption (AD) QA-1 were implemented in October 2007.
2. The agency re-instituted Peer Case Reviews (PCR) in October 2007 in Jefferson Region and subsequently completed reviews in Covington Region in November 2007 and in Baton Rouge Region in February 2008. Due to the agency's need to mobilize resources during the roll out of Focus on Four initiatives, provide support to staff, impact of hiring freeze and the increase in turnover throughout the State, PCR was suspended until the beginning of the state fiscal year in July 2008. At that time, New Orleans Region will be the first reviewed. To support the PCR process, data from various sources will be collected and synthesized to provide preliminary analysis for each region's preparation for PCR. A Regional Assessment Report (RAR) is developed for regions following the PCR. This report includes various forms of data such as QA data, PCR data, customer satisfaction data, and TIPS reports as well as the identification of trends in service delivery. The data reports are intended to support regional managers in interpreting practice and outcome processes which will then contribute to action plans focused on program improvement. This is a new

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approach in the use of data for the PCR process. Also the new CFSR instrument, stakeholder and worker interviews are being used in the PCR process.

#### Initiatives and Disaster Recovery

1. The agency modified its case tracking system to include a data indicator or 'disaster flag' for clients and providers who were in areas most damaged by Hurricanes Katrina and Rita. The disaster code is currently used to help identify cases for special services. It is anticipated that the code will also be used in future analysis to evaluate outcomes for clients and providers.
2. Following the hurricanes, the agency undertook several major initiatives (Louisiana LIFTS) to improve service delivery. Data reports are prepared ad hoc to support these initiatives by aiding in targeting specific groups and to help track outcomes. Ad hoc data reports are being used to support the re-tooling of home development, residential placement services, services to teens and young adults, and prevention initiatives.

#### Updates to Information Systems

1. A geo-mapping tool has been developed to provide state, regional, and local staff with mapped data to aid their work. Planned mapping layers include placement resources, schools, daycare providers, psychosocial service providers, foster children, and biological parents. The agency is working with Blue Streak Geographic Information System (GIS) contractor on FC GIS development. Foster Care, Home Development and Family Service providers are being trained within the regions in order to train other staff on the use of the application. Staff is also providing feedback on types of reports needed. It is anticipated that staff will use the geo-mapping tool to locate placements in proximity to home of origin and/or school, identify day care centers in proximity to home or work of biological parents and foster parents, and better understand the geographic distribution of their cases. The tool can also be used to track the distribution of cases by court of jurisdiction and by office.
2. Optimization of agency data and expansion of WebFocus reporting tools is underway. This reporting environment provides comprehensive tools for data manipulation and reporting. A 'dashboard' has been developed that provides users with a 'friendlier' method of accessing agency reports, such as CFSR outcome reports and is slated for implementation in August of 2008. The improvement of the WebFocus environment will also support integration of external data sources, which will support evaluation of new initiatives. The agency is working with the regions in determining the types of reports and training the needed in the development phase of WebFocus.

#### Research and Evaluation

1. An assessment of Family Services cases was completed and results were used to help finalize the Family Assessment form prior to piloting the form. The Family

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- Functioning/Case Planning Instrument replaced the former Family Assessment Form and Case Plan Instrument in Jefferson, Covington and Baton Rouge Regions. Three additional regions (Lafayette, Thibodaux and Lake Charles) started using the form in March 2008. The new form is designed to capture detailed information about services needed by families served in the Family Services and Foster Care programs.
2. A review of Young Adult Program (YAP) participants was completed. The results indicated that many youth who were admitted to the program did not meet the agency criteria for the program. The information is being used in conjunction with NRC consultants to revamp services to teens, aging out youth and young adults served by the agency. Revision of policy for YAP has not been written. The agency is making exceptions to policy so that all youth requesting services are eligible for YAP. Youth can opt not to participate, but, can be accepted later before the age of twenty-one. Requests for Proposals (RFP) were completed for Independent Living Providers so youth independent living skills classes can provide more experiences for youth. We continue to receive technical assistance from the NRC but have completed all recommendations from the initial report.

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**12.0 Information Management System**

In the fall of 2000, the DSS/OCS undertook the endeavor to design a federally prescribed Statewide Automated Child Welfare Information System (SACWIS). The new system (known as LAKIDS) was approached as a stand-alone system with numerous interfaces to other DSS systems. While engaged in the LAKIDS project, DSS consolidated its information technology (IT) operations under its Office of Management and Finance (OM&F). During the summer of 2001, IT units of OCS and the DSS Office of Family Support (OFS) were brought into the DSS OM&F Information Systems Group. This reorganization revealed the need for DSS Information Services to move toward systems work with a broader perspective and led to a commitment to an enterprise approach.

The detailed design for LAKIDS as a stand-alone system was completed by American Management Systems (AMS) via a competitive Request For Proposal (RFP) procurement process. Although accepted in January 2002, DSS decided to revisit the design in light of instituting an enterprise approach to system development. To validate the concept of an enterprise approach, DSS analyzed and categorized the common components of the LAKIDS design that could be built and shared in an enterprise framework. DSS concluded that separating common and administrative components from program specific components was not only feasible, but also cost effective if approached in an enterprise manner; thus, the ACESS Project was formed and subsumed the staff and responsibilities of the LAKIDS Project.

DSS remains committed to responsibly managing the federal and state financial funding it has been granted to deliver a quality information system that meets the mutual missions of ACF and DSS to better serve Louisiana's children and families in need. Towards this end DSS, after completing the LAKIDS initial design phase, transitioned systems development to be geared in the direction of an enterprise approach using a Commercial-Off-The-Shelf (COTS) development framework. DSS issued an RFP August 4, 2003; announced IBM as the winning vendor on November 5, 2003; yet due to lengthy contract negotiations, the contract start occurred May 1, 2004. Following several amendments the ACESS work plan was set to consist of two increments. Increment One functional components include: Screening, 211 Resource Directory and Management; Intake (Common and Child Protection) Child Protection Investigations, Case Management Checklists and Activity Logs; Tasks, Alerts and Work Queues; Search, Organization and Security; Child Protection Investigations (CPI) related Communications and Reports. Increment Two functional components include program specific functionality associated with TANF, Child Care, Foster Care, Adoption, Family Services, and other miscellaneous Child Welfare programs as well as functionality related to Provider Management, Financial Management, Case Management and various administrative components such as Expungement and Purging.

Progress occurred in designing and developing child welfare components along with child care and TANF functionality using the Curam Framework product and the State was ready to enter User Acceptance Testing on Increment One functionality and validation of Increment Two requirements design deliverables when Hurricane Katrina struck August 29, 2005. With Project staff diverted to relief and recovery work, an alternative plan to deal with this adversity became necessary. Work on Increment Two functionality ceased and eventually was removed from the IBM contract. An extended Increment One User Acceptance Testing process and development

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of Increment One training materials occurred through May 2006. Training end users statewide and piloting the system in Tangipahoa Parish occurred during the summer of 2006. Following statewide rollout on September, 5, 2006, DSS focused work efforts on implementation of change orders and migration to Curam Version 4.5.

Code migration was completed by June 2007 and the Department then focused resources on enhancements to Increment One functionality. During the period July 2007 through March 2008 the ACESS staff programmed, tested and delivered 150 discreet enhancements in four releases. ACESS staff received ACF unconditional approval of its December 2007 Advance Planning Document which outlined current projections for Increment Two work to require \$47,042,824 thus increasing the total development budget to \$100,413,420. ACF also approved release of the RFP to procure the consulting services of a skilled contractor, proficient in the COTS software packages, and who have experience in design, development and deployment of structured web based social service oriented frameworks in a standard, common and shared manner across an enterprise. This RFP will call for a contractor to configure, modify, extend, develop, test, train, pilot, install and support the Increment Two functionality within a single enterprise system accommodating child welfare, child care and TANF requirements.

With the inauguration of a new Governor in January 2008 and the appointment of a new administration, the ACESS Project Increment 2 RFP was requested to be placed on hold to provide new executives with an opportunity to review and understand the project.

The Governor's Office requested an assessment of the Information Technology Systems supporting the Department of Social Services (DSS) and Department of Health and Hospitals (DHH). The proposed assessment is intended to guide the evolution of Louisiana's technology solutions for enhanced human service delivery and where feasible and practical to merge systems work.

DSS and DHH jointly agreed to convene multiple workgroup meetings the last quarter of SFY year 2008 to acquire necessary information and to elicit ideas for technology solutions that would advance Louisiana's human service integration for the purpose of more accessible, expedient and comprehensive assistance to citizens while providing Louisiana with the highest return on investment from technology endeavors. The programs being assessed are Child Welfare, Child Care Assistance, TANF, Food Stamps, Child Support Enforcement, Rehabilitation Services, Disability Determination Services, Medicaid, Medicare, Developmental Disabilities, Addictive Disorders, Mental Health, Public Health and Aging Services.

The outcome of the assessment would be a proposed service integration/delivery technology solution with recommendations and options improving the efficiency and effectiveness of business processes by leveraging technology in a new way which benefits service delivery at both Departments. Recommendations will be pursued that yield short-term client benefits while being consistent with the long-term vision and approach for service integration and systems development. These recommendations will offer realistic assumptions about cost and time frames for implementation and account for the current variance in business processes, systems, and culture across the Departments and the programs. Staff will identify concrete ideas and strategies to establish a path toward IT modernization which will benefit both Departments and

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those individuals and families whom they serve. The proposed service integration/delivery technology solutions for both DSS and DHH will be fully developed to:

- reduce duplication of services across and within both agencies;
- increase consumer awareness and access to services;
- ensure that the most cost effective and advanced technology is utilized; and
- enhance agency performance with a focus on improved customer service, cost effectiveness and system efficiencies

Following the decisions made as a result of the assessment, DSS will again contract for consulting services to reassess and validate or revise existing detail designs related to all system functions across the aforementioned DSS programs and if applicable any merged DHH programs, then code, test and implement common, shared and program specific components that are practical to deploy in an incremental manner. For external Providers, the earliest and most visible components will be an interactive Web access to their own demographic data and the ability to invoice for services rendered, check payment status and receive payments electronically. Contractors are expected to build a sufficient set of system functionalities that allow for the capturing of provider specific information within the system; allowing the provider to access and update their account in the system through a web transaction; to invoice the department for services rendered; and to provide progress or service reports for the clients served. Providers are any third party who provides authorized services to a client or recipient of DSS services. Examples of providers include child care providers, foster homes, residential facilities, training providers, and other entities with whom DSS engages to provide services for fee or by contract. The Department plans to provide payment to providers through direct deposit whenever possible.

For the application delivered, the contractor will be responsible for the following:

- Review and validate system architecture, capacity analysis and current designs;
- Conduct efforts to define and identify gaps in the Curam out of the box functionality with the requested requirements to more accurately and thoroughly estimate the scope of work for development and implementation of program specific and unique components;
- Design/develop/code/construct/test/deploy components and systems;
- Implement, to the degree possible, all framework components with out-of-the-box functionality;
- Specify all necessary infrastructure software (operating systems, data base management systems; development tools, etc) not currently used by DSS, yet necessary to implement and operate the proposed solution;
- Provide and maintain multiple development, test, training, sandbox, prototyping, staging and production environments;
- Prepare all necessary user, operations, system and technical documentation;
- Provide and maintain help desk procedures;
- Assist state staff in the development of acceptance test plans;
- Prepare all necessary user and technical training materials;
- Conduct user and technical training;
- Develop where necessary automated data conversion/translation routines;

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- Develop data purification strategy, processes and procedures;
- Develop processes and procedures to capture and populate non-automated data elements;
- Provide for the initial extraction, transformation and loading of any conversion data;
- Conduct separate pilot tests per release or rollout of scheduled functionality;
- Implement system functionality incrementally, statewide;
- Provide statewide implementation support from implementation date through contract end date;
- Maintain application for a minimum one year warranty period or through contract termination date whichever is more;
- Provide for the transfer and warranty associated with any COTS supplied products;
- Staff a level two help desk beginning with the pilot testing task and continuing through the end of the mandatory post-implementation support task; and
- Provide appropriate documentation to secure federal acceptance of system as SACWIS compliant.

Currently DSS plans to release an RFP in the first quarter of SFY 2008 - 2009 with contractor commencing work in the third quarter. The contract is anticipated to be a three year engagement with SACWIS child welfare functionality being fully implemented at the conclusion of the period.

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**13. Louisiana's Long-Term Child Welfare Service Goals**

Louisiana's long-term goals are directed at achieving the six child welfare outcomes. These outcomes look at the safety, permanency and well-being of children. (Refer to Child Welfare Services beginning on page 86 for updates on objectives and strategies to achieve goals of safety, permanency and well-being.

- 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.

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**Objectives, Strategies and Action Plans**

**NOTE: Beginning on page 94, reports are provided on each item.**

**Objective 1: Work with the National Resource Center for Child Protective Services (NRCCPS) to evaluate current functioning of the CPI program, to identify possible elements for redesign and to evaluate the feasibility of changes to front-end services. (Completion Date: September, 2009)**

**Strategy 1:1** Review and, as necessary, revise the proposal from NRCCPS regarding the differential response model to assess feasibility for implementation. (Lead: CPI Section Administrator; Completion date: August 31, 2006)

**Action Plan**

**Step 1** Refine policies and procedures on the implementation of the differential response model in Louisiana within budgetary constraints and the framework of Louisiana's SACWIS project ACCESS.

Lead: CPI Section Administrator  
Completion date: June 30, 2007

**Step 2** Develop training to support a differential response model.

Lead: CPI Section Administrator & Training Section Administrator  
Completion Date: December 31, 2007

**Step 3** Implement differential response model in one additional region in Louisiana.

Lead: CPI Section Administrator  
Completion date: February 28, 2008

**Step 4** Establish and implement quality assurance methods to measure the differential response process.

Lead: CPI Section Administrator and QA Section Administrator  
Completion date: February 28, 2008

**Strategy 1:2** Review and, as necessary, revise the proposal from NRCCPS regarding the development of a centralized intake system. (Lead: CPI Section Administrator; Completion date: August 31, 2008)

**Action Plan**

**Step 1** Develop a work group to create guidelines for a pilot on centralized intake in one region while working within the framework of ACCESS.

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Lead: CPI Section Administrator  
Completion Date: August 31, 2006

**Step 2** Determine financial feasibility of implementation of centralized intake.

Lead: CPI Section Administrator  
Completion Date: September 30, 2006

**Step 3** Establish additional positions for intake staff in pilot region.

Lead: Director of Field Services  
Completion date: September 30, 2007

**Step 5** Develop policies and procedures for the implementation of a centralized intake system.

Lead: CPI Section Administrator & Policy Section Administrator  
Completion date: October 31, 2007

**Step 6** Develop training to support a centralized intake model.

Lead: CPI Section Administrator & Training Section Administrator  
Completion Date: December 31, 2007

**Step 7** Establish and implement quality assurance methods to measure the centralized intake process.

Lead: CPI Section Administrator and QA Section Administrator  
Completion date: December 31, 2007

**Strategy 1:3** Identify issues facing children and families involved in Louisiana's child welfare system that threaten their safety, permanency and well-being. (Completion Date: June 30, 2006)

**Action Plan**

**Step 1** Develop an instrument and survey statewide a representative sample of Prevention/Family Service (P/FS) staff on issues relating to safety and well-being of the children and families currently involved in the P/FS program

Lead: Assistant Director, Programs  
Completion date: March 31, 2006

**Step 2** Work with the NRCs for Organizational Improvement and Family Centered Practice and Permanency Planning to evaluate and modify current family assessments with regard to client's needs.

Lead – Assistant Director, Programs

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Completion date: June 30, 2006

**Step 3** Through training, build workers' skill level in conducting comprehensive assessments and in directly connecting appropriate intervention to the client's case plan.

Lead – Assistant Director, Programs  
Completion Date: December 30, 2006

**Strategy 1:4** Analyze statewide representative data collected in Prevention/Family Services' survey as well as data collected in revised family assessment to better understand the issues facing the families being served in the child welfare system. Refer to page 103 for an update on this strategy and the corresponding action steps.

**Action Plan**

**Step 1** Work with NRC's Organizational Improvement and Family Centered Practice and Permanency Planning and Data and Technology to compile and analyze data.

Lead – Assistant Director, Programs  
Completion Date: On-going beginning March 31, 2006

**Strategy 1:5** Develop a service array to meet the needs that threaten the safety and well-being of children and their families who are involved in the child welfare system.

**Action Plan**

**Step 1** Evaluate current array of services available to meet the needs of families being served in the child welfare system.

Lead – Assistant Director, Programs  
Completion Date: Ongoing beginning June 30, 2006

**Step 2** Compare identified needs to current service array to expose gaps or duplication in needed services and begin to realign services as appropriate.

Lead –Assistant Director, Programs  
Completion Date: Ongoing, beginning

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**Objective 2: Develop a model of practice and intervention directed at assuring the least restrictive placement for children in residential and emergency care facilities. (Completion Date: June 30, 2009)**

**Strategy 2:1** Decrease the number of children in residential and emergency care facilities. (Completion Date: September, 2009)

**Action Plan**

**Step 1:** Continue to collaborate with Annie E. Casey Foundation, Casey Strategic Consulting Group to develop techniques and procedures for reduction of numbers of foster children in congregate care settings.

Lead – Resource Development & QA Division Director  
Completion Date: ~~July 31, 2006~~ July 31, 2008

**Step 2:** Review placements of children in residential settings and emergency care facilities in accordance with a triage schedule that facilitates alternative options for least restrictive and most appropriate placement.

Lead – Residential Program Section Administrator  
Completion Date: ~~March 31, 2008~~ July 31, 2008

**Strategy 2:2** Increase alternative options available for foster children in most appropriate and least restrictive placements. (Completion Date: June 30, 2009)

**Action Plan**

**Step 1:** Collaborate with Annie E. Casey Foundation, Casey Strategic Consulting Group and National Resource Centers to pilot increased community placement options through expanded private foster care services and/or support transitions to relative placements and/or foster care services.

Lead – Residential & Private Foster Care Section Administrator & Foster Care/Home Development Section Administrator  
Completion Date: September 30, 2009

**Objective 3: Continue to partner with the courts and judiciary to improve permanency outcomes for children and families. (Completion Date: June 30, 2009)**

**Strategy 3:1** Develop general training curricula on legal and judicial processes for lawyers, judges and stakeholders (foster parents, CASA). Completion Date: June 30, 2009.

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**Action Plan**

**Step 1** Collaborate with the CARE/Court Improvement Advisory Committee and the Legislative Task Force on Legal Representation in Child Protection Proceedings, to identify core curriculum competencies and evaluate opportunities for CLE training for attorneys.

Lead – Resource Development & QA Division Director  
Completion Date: January 31, 2007

**Activities Completed in 2006 – 2007 SFY:** Core curriculum competencies for attorneys have been developed and opportunities for CLE training for attorneys are being evaluated through development of the strategic plan for the 5 year CIP training grant.

**Strategy 3.1.A** Implement training goals identified in the Court Improvement Program Strategic Plan for training.

**Action Plan**

**Step 1** Implement year 2 of the strategic plan for training in SFY 2007 – 2008.

Lead – CIP Project Director  
Completion Date: September 30, 2011

**Strategy 3:2** Implement legislative changes recommended by the Task Force on Legal Representation in Child Protection Cases for improving the representation of children and indigent parents. (Completion Date: January 30, 2009)

**Action Plan**

**Step 1** Work with the NRC on Legal and Judicial Issues to develop a child law center for the Greater New Orleans area. (Completion Date: June 30, 2009)

Lead – Court Improvement Project Coordinator  
Completion Date: October 31, 2006

**Step 2** Design, identify potential funding sources, and start-up implementation of a child law center.

Lead – Court Improvement Project Coordinator  
Completion Date: June 30, 2008

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**Activities Completed in 2007 – 2008 SFY:** Act 271 of 2006 was passed providing for the creation of a specialized child Advocacy Program (CAP) within the existing statewide Mental Health Advocacy Service (MHAS). House Bill (HB) 393 (HB 393 became Act 95 of 2007, effective August 2007), introduced in the 2007 Louisiana Legislative Session providing for the creation of an Indigent Parent Representation Program within the existing Louisiana Indigent Defense Assistance Board (or successor), has passed the House on a unanimous vote. Funding for one attorney is included in the SFY 2007 – 2008 budget for the Child Advocacy Program to represent children in the Orleans Parish Juvenile Court. The MHAS has also submitted a grant application to the Baptist Community Ministries Foundation for funding for an additional attorney to represent children in the Orleans Parish Juvenile Court. The grant application to the U. S. Administration of Children and Families, Children’s Bureau submitted in the summer of 2006 for a child law center for the Greater New Orleans area was not accepted.

**Strategy 3.3** Implement recommendations of the Task Force on Legal Representation in Child Protection Cases for improving the legal representation system for children and indigent parents.

**Step 1** Continue incrementally implementing the new transformed system of representation in select judicial districts in state fiscal year 2007 – 2008.

Lead – Interdisciplinary Services Section Administrator and Court Improvement Coordinator  
Completion date: June 30, 2012

**Update on Activities Progress 2007 – 2008 SFY:** Implementation of the new system of legal representation has begun in Caddo Juvenile, Orleans Juvenile, 14<sup>th</sup> Judicial District Court, 16<sup>th</sup> Judicial District Court, and 22<sup>nd</sup> Judicial District Court (relative to children’s representation). Legislation was also passed providing for children’s representation to occur within a multidisciplinary context and requesting the Louisiana Supreme Court’s Committee on Bar Admissions to study inclusion of a question relating to child protection on the bar exam.

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**14. Child Welfare Services**

Child welfare service components of the Louisiana Child and Family Service System are focused on both short and long-term goals as they relate to an effective and accountable child welfare system. Services are provided statewide in 9 regional and 48 parish offices. Major service components include Child Protection Services, Prevention and Family Services, Foster Care Services and Adoption Services. In Federal Fiscal Year (FFY) 2004 through FFY 2006 the State expended \$1,300,614 for foster care maintenance, but did not utilize Title IV-B, Subpart 1 funds for child care or adoption assistance payments. Non-federal funds expended by the State for foster care maintenance payments for FFY 2005 is \$433,538. The total Title IV-B, Subpart 1 funds for FFY 2006 is \$5,324,918. In addition, the non-federal funds projected to be expended in FFY 2009 by the State for foster care maintenance payments is \$433,538.

Prior to Hurricanes Katrina and Rita, OCS began to shift its focus to prevention and early intervention first by securing legislative changes to the agency's mission. Then, in the summer of 2005, the State experienced two devastating hurricanes. Plans for restructuring the service array fell to the side while the agency focused on locating children, parents (foster, adoptive and biological) and staff.

Once the crisis had somewhat stabilized, the agency refocused efforts and was fortunate enough to receive supplemental Social Services Block Grant funds, unlimited federal technical assistance and an 18 month commitment from the Casey Strategic Consulting Group to help the agency recover and realize its goals.

After an assessment of the service array, the agency developed and enhanced services throughout the child welfare continuum to address the needs of children and families in order to prevent entry to foster care, to facilitate early return home and to maintain a long-term, stable foster or adoptive placement.

To achieve these ends, the agency has focused on major initiatives to improve the service array to children and families by initiating Louisiana LIFTS. Louisiana Leading Innovations for Family Transformation and Safety (LIFTS) is a series of initiatives to strengthen families and to ensure children safe, permanent solutions. Louisiana LIFTS reflects OCS' unyielding goal of reaching higher to ensure a family-focused and community-based system of care for Louisiana's most vulnerable children. Louisiana LIFTS works through agency staff with technical assistance from national partners.

The agency has made numerous strides with Louisiana LIFTS. Alternate response is in place in most areas of the state and Intensive Home Based Services (IHBS) and Multi-Systemic Therapy (MST) are providing beneficial results for hundreds of families. Attendance in foster/adoptive parent orientations is on the rise, and relationships with our foster parents continue to improve. Inter-agency cooperation focusing on how best to serve our transitioning youths is at an all-time high. We are evaluating residential treatment for our children with their best interest and needs at the forefront.

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For FY 2009, OCS LIFTS initiatives continue to focus on five key elements for implementation to enhance/improve outcomes for children and families. Staff is updated on a regular basis through the Louisiana LIFTS newsletter regarding the following:

- **Intake Services** – This OCS approach will utilize more uniform assessment and decision-making criteria to ensure more consistent response to the 25,000+ reports of child abuse/neglect which OCS receives each year.
- **Community Based Services/Family Services** – With new, better and more uniform assessment and case planning tools, along with valued community partners, OCS is focusing on keeping families together in a safe and secure environment. With “family-centered” evaluations, we will continue to build relationships with our partners, focusing on the goal of keeping more households intact and fewer children in need of out-of-home care. To be more family-focused and community-based, services must exist in the children’s own communities. OCS is enhancing its commitment to working with prevention-oriented community partners to offer services to at-risk families. OCS will develop a comprehensive continuum of services and intensive home-based programs to build on the family’s strengths and needs.
- **Foster/Adoptive Parenting** – Recruitment and staff partnerships are being augmented to better support foster/adoptive families and to benefit children so that several placement options are provided within their communities. Some enhancements include standardized training and internal policy and procedures, more foster/adoptive parental involvement, and better, stronger links between foster parents and birth families.
- **Residential Treatment** – OCS is evaluating the current residential placement process and decision-making to ensure that these facilities are used as short-term intervention only for children whose emotional, physical or mental health needs cannot be met in a family setting.
- **Transitioning Youth** – Hundreds of Louisiana children “age-out” of foster care each year. Better opportunities are needed for young adults to find permanent family connections and to take advantage of vocational, housing, and educational support to enable them to become successful adults. OCS is developing initiatives to ensure that all aging out youth have a smooth transition into the “real world.”

The following pages provide additional details on child welfare services (i.e. child protection services, prevention and family services, foster care and adoption) and the agency’s progress in meeting the goals of safety, permanency, well-being and progress of Louisiana’s LIFTS initiatives.

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**CHILD PROTECTION SERVICES**

**Program Description:** – include skilled, prompt and sensitive intake services to reports of abuse and neglect in families, foster homes, day care centers and restrictive childcare facilities. Based on the level of risk at intake, cases are either referred for an Alternative Response/Family Assessment (AR/FA) or a traditional child protection investigation. AR/FA seeks to match services to identified needs of a family in low risk cases. Social services that are provided during an investigation include safety and risk assessment, and may include coordination of emergency medical care and related services and emergency removal and placement.

**Population served:** Children and families in which there have been reports of abuse and/or neglect. For reports which are identified as low risk and there is no serious and immediate threat to the child's health or safety, they are assigned to AR/FA.

**Statistics:** The total number of investigations for SFY 2007-2008 through February is 15,658. The cumulative number of new Child Protection Investigations through February SFY 2008 is 10.4% higher than February SFY 2007 and 0.2% lower than that of February SFY 2006. However, the end of month case count for February 2008 is 47.1 % higher than February 2007. (These figures may not be accurate due to ACESS implementation.) As of March 2008, there have been over 1000 cases referred to AR/FA since implementation on October 15, 2007.

**Long Term Goals, Strategy 1.1:** Review and as necessary, revise the proposal from NRCCPS (National Resource Center for Child Protection Services) regarding the differential response model to assess feasibility for implementation.

**Action Plan**

**Step 1:** Refine policies and procedures on the implementation of the differential response model in Louisiana within budgetary constraints and framework of Louisiana's SACWIS project ACESS.

**Step 2** Develop training to support a differential response model.

**Step 3** Implement differential response model in one additional region in Louisiana.

**Step 4** Establish and implement quality assurance methods to measure the differential response process.

**Alternative Response Family Assessment**

**Program Description:** AR/FA is a safety focused, family centered and strength-based approach to child protection in which the child welfare professional conducts an assessment of need for a family with low risk of child abuse and/or neglect. These assessments assist the family in connecting to resources that promote child safety and well being.

**Population Served:** Families with low risk abuse/neglect reports and no serious and immediate threat to the child's health or safety are served. The assessment focuses on establishing a non-

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adversarial relationship with the family in order to identify issues, service needs, strengths and solutions to enhance family functioning.

**Update on Specific Accomplishments/Progress for SFY 2007 – 2008:** In March 2006 the Child Protection workgroup began meeting to discuss ways to improve the front end child welfare services. Initially, three streams of work were identified. They included review and analysis of data on foster care entries, exploration of a centralized intake process and implementation of an alternative response to child abuse and neglect reports.

In December 2006, an analysis was begun to explore CPI data, practice and external factors as they relate to the current rise in foster care placements. The data ranged from collecting data on children that entered care via legislative Act 148 (Voluntary Placement Act) and Act 338 (Substance Exposed Infants), the aftermath of hurricane Katrina and Rita and study of the differences in removal decisions in each parish. The study was conducted relative to the increase in foster care the agency has experienced since 2005. The results of the study have been presented to Louisiana's child welfare and administrative staff and recommendations have been drafted to address issues raised by the review. Statistics also indicated that Louisiana has conducted a total of 387 child protection investigations as a result of Act 338 from July 2006-March 2007. During April 2007- June 2007, 119 investigations were conducted and during July 2007- March 2008, 539 investigations were conducted as a result of this act. The increase in investigations between July 2006-March 2007 and July 2007-March 2008 can be contributed to changes in the use of the substance abuse code in the ACCESS system as opposed to an increase in substance abuse cases.

In January 2007 the initial sub-committee meeting for planning for the alternative response approach was held. This approach allows child protective services to respond differently to accepted reports of child abuse and neglect, based on such factors as type and severity of the alleged maltreatment, number and sources of previous reports, and willingness of family to participate in the services. The agency initially developed a task force in 1996 to look into development of a dual track/alternative response to traditional child protection investigations and it became an OCS pilot in Orleans and Jefferson Regions. The agency then sought guidance in the redevelopment of the "alternative" response within OCS based on the lessons learned from the initial pilot program. The basic components were the referral of low risk cases that met the criteria of a report, contacting parents/caretakers for a family interview; focus on need and service delivery, permission for collateral contacts, an "assessment" to refer for services and not an investigation.

The lessons learned included a need to commit to maintaining staff allocated to the Alternative Response program, a clear distinction between the Alternative Response, Child Protection Investigations and Family Services Program, and the importance of community collaboration, and development of specific ongoing skills-based training.

In September 2007, community forums were held for stakeholders and partners in the three initial regions (Jefferson, Baton Rouge, and Covington) to inform the community about AR/FA. Orientation and core training sessions were also scheduled for September and October 2007 with the goal of October 15 for start of increment 1.

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Policy for AR/FA has been developed with the assistance of the Alternative Response Family Assessment workgroup. The draft CPI Alternative Response Family Assessment policy circulated for comments as well as revisions to the CPI Decision Making Handbook. Several sections of the handbook were updated to reflect the implementation of AR/FA as well as to incorporate changes in practice that have occurred since the last update of the handbook. A focus group developed a family focused assessment instrument for Alternative Response.

In October 2007, AR/FA began in three Regions (Baton Rouge, Covington and Greater New Orleans/Jefferson District). AR/FA was implemented in three additional regions in March 2008 (Thibodaux, Lafayette and Lake Charles), with statewide implementation in May 2008.

Regions were asked to provide a percentage of the number of low risk cases per month that could be referred to AR/FA instead of an investigation. This percentage assisted in determining the number of AR/FA workers in each parish office. The investigative unit was divided into primary investigators and AR/FA workers based on the needs of each parish office.

The Regional Administrator and field services staff selected staff to be AR/FA workers in the first rollout. Staff members were selected based on the job specifications and ability to meet job requirements identified for the initial implementation.

Baton Rouge is using a contract provider to do 20 AR/FA cases per month to assist with the increased workload. The caseload standard for AR/FA has been identified as 10 cases a month for the maximum benefit of the program for children and families.

Brochures were developed to provide an overview of AR/FA to community partners, stakeholders and mandated reporters. Brochures were also developed for AR/FA clients. It is given to the family during the initial face to face contact. The AR/FA process and services are described to assist the family to understand the new agency response to a report of child abuse/neglect.

**Methods to Measure/Outcomes Data:** Alternative Response outcomes will be initially tracked through the OCS TIPS system. The codes will be as follows:

- 1) ASC – Services Completed
- 2) AFS – Referral to Family Service Program
- 3) APT – Preliminary Assessment Terminated
- 4) AIN – Referral for Child Protection Investigation
- 5) UTL –Unable to Locate

The number of reports assigned as AR/FA cases are tracked monthly utilizing the Ad Hoc Report function in ACESS. Reports on AR/FA case decisions are being generated monthly via TIPS to track closure reasons to determine the number of cases referred to FS, upgraded to an investigation and closed as “APT” as well as completed assessments. The total number of AR/FA cases tracked using the ACESS ad hoc function during SFY 2007 through March 2008 is 1078. One hundred forty-two cases were closed as ASC, 11 cases were closed as AFS, 288 cases were closed as APT, 52 cases were closed as AIN and 6 cases were closed as UTL. Reports are reviewed with local and regional staff to determine appropriateness of referrals.

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Regular meetings have been held with Increment 1 regions to determine the need for policy revisions, and improvement in documentation of the assessment. These meetings will extend to regions in increment 2 and 3 of the AR/FA rollout. The meetings have provided a method of feedback between state office and first line staff on program implementation.

The agency has been collaborating with the NRCCPS to assist in the development of an evaluation method for AR/FA. A meeting has been scheduled for July 1, 2008.

**Planned Activities for FY 2009:**

During the upcoming year, plans are to automate the Alternative Response Family Assessment Form 12 which documents the family assessment and service needs. A case review process will be developed to evaluate screening, decision-making and the assessment process. The agency will continue to explore training resources to increase staff skills in family engagement, assessment and determining family needs as well as service provisions and referral.

**Long Term Goals, Strategy 1:2:** Review and, as necessary, revise the proposal from NRCCPS regarding the development of a centralized intake system. (Lead: CPI Section Administrator; Completion date: Originally set for August 31, 2008; Deferred indefinitely). (This was identified as an area needing improvement in Louisiana's PIP, Item 1, Timeliness of initiating an investigation.)

**Action Plan**

**Step 1** Develop a work group to create guidelines for a pilot on centralized intake in one region while working within the framework of ACCESS.

**Step 2** Determine financial feasibility of implementation of centralized intake.

**Step 3** Establish additional positions for intake staff in pilot region.

**Step 4** Develop policies and procedures for the implementation of a centralized intake system.

**Step 5** Develop training to support a centralized intake model.

**Step 6** Establish and implement quality assurance methods to measure the centralized intake process.

**Regionalized Intake Program Description:** An intake system that involves a centralized intake whereby calls from reporters are routed to a regional location in each of the nine regions throughout the State.

**Population served:** Statewide callers making reports of child abuse and/or neglect.

**Update on Specific Accomplishments/Progress for SFY 2007 – 2008:** Currently, the intake function is handled on a rotational basis in most parishes and there are not enough positions to

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support the function. In exploring the feasibility of statewide implementation of centralized intake, many concerns were raised by the administrative staff including budgetary issues. Data was collected to determine the cost of implementation. The decision was made to explore a regionalized intake function rather than a centralized function.

The cost of the centralized intake was an estimated increase of \$1,386,562 for the SFY 2006-2007 with a 4% increase for salaries and operating expenses for each year thereafter. The amount was not financially feasible for the Department.

It was determined that 44 additional positions were needed for centralized intake. The total includes one (1) supervisor for every 5 professional workers, one (1) clerical for every four (4) professional workers. Staff allocation data is based on data from ACCESS for the months of September and October 2006.

In June 2007 the Agency implemented statewide procedures for night call in order to develop consistency and uniformity in practice and procedures. Each region was responsible for having 24/7 night call procedures in place by June 4, 2007. Statewide OCS offices are expected to compensate designated staff for overtime when conducting night call, develop an after hours contact procedure which includes a toll free number for each region, update working agreements with local law enforcement, develop staff management procedures for night call to prevent staff burnout and post/disseminate on-call schedules in advance to allow arrangements for personal matters.

During SFY 2007-2008, a decision was made not to pursue centralized intake due to a lack of funding. The number of additional staff and resources to handle centralized intake was assessed, however not included in the agency's SFY 2007-2008 budget.

Due to the decision to not pursue centralized intake at this time, training has not been developed and quality assurance methods to measure the centralized intake process have not been established or implemented.

**Activities Planned for FY 2009:**

The agency will continue to use statewide procedures for night call, monitor the feasibility of its intake system and seek ways to improve should the need arise. The agency will continue to explore the feasibility of a centralized intake system in the future should the budget permit.

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**PREVENTION AND FAMILY SERVICES**

**Program Description:** Child abuse/neglect prevention, intervention and treatment services includes intensive family services offered to families who, without such services would be unable to provide a safe environment for their children. Services are provided with the child remaining in the home. The goal is directed at protecting the child from further harm while maintaining the family unit.

**Population Served:** Family services are provided to families in which an allegation of child neglect and/or abuse has been validated, immediate safety concerns are manageable, and future risk of harm continues to be a concern. These families have been assessed as needing services that can be provided while the child remains in the home. In some limited situations, families can voluntarily elect to participate in these services when child abuse or neglect has not been validated.

Prevention and Family Services are provided on a statewide basis through 9 regional and 48 parish offices. From July 1, 2007 through March 31, 2008, OCS provided services to 3,309 (unduplicated) families in the Family Services Program. This represents a 2% decrease in the total number of families served when compared to the same reporting period SFY 2007 (3,375 families) and a 1% decrease when compared to SFY 2006 (3,341 families). The total number of families served for all of SFY 2007 was 4,013 and for all of SFY 2006 was 3,991.

**Long Term Goals, Strategy 1:5** Develop a service array to meet the needs that threaten the safety and well-being of children and their families who are involved in the child welfare system (p. 64, 2006 APSR)

**Action Plan**

**Step 1:** Evaluate current array of services available to meet the needs of families being served in the child welfare system (p. 64, 2006 APSR)

**Step 2:** Compare identified needs to current service array to expose gaps or duplication in needed services and begin to realign services as appropriate (p. 64, 2006 APSR).

**Update on Specific Accomplishments/Progress for SFY 2007 – 2008:** In August 2006 a service delivery committee was set up to evaluate the existing service array and identify gaps in service delivery. Committee members including our partners with the National Resource Center for Organizational Improvement and the Casey Strategic Consulting Group conducted focus groups with staff throughout the state to identify gaps in the service array. Prior to the focus groups, a survey was developed and administered to evaluate the existing service array. Staff planning to participate in the focus groups was asked to complete the survey with input from all staff in their region and present the information in the focus groups. Focus groups were held on August 25, 2006 (included staff from the Alexandria, Shreveport and Monroe Regions), September 6, 2006 (included staff from the Thibodaux, Greater New Orleans, and Covington Regions) and September 12, 2006 (included staff from the Lafayette, Lake Charles and Baton Rouge Regions).

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Focus groups helped to identify and prioritize three major areas of service delivery needed to serve children and families in the child welfare system. They included intensive home based services (IHBS), substance abuse assessment, referral and treatment services and transportation for clients.

**Intensive Home Based Services**

**Program Description:** Intensive home-based services (IHBS) includes intensive, in-home crisis intervention, counseling, and life-skills education for families who have children at imminent risk of placement in foster care. Homebuilders, the oldest and best-documented Intensive Family Preservation Service program in the United States, is the model OCS has implemented. The goal of IHBS is to prevent the unnecessary out-of-home placement of children through intensive, on-site intervention, and to teach families new problem-solving skills to prevent future crises. Essentially the agency is using three models of IHBS. They include in-house agency staffed IHBS units (Lake Charles and Lafayette), contracts with providers who provide IHBS (Orleans/Jefferson, Thibodaux, Covington, Alexandria, Shreveport, and up until November 2007, Monroe) and a combination of service delivery that includes in-house IHBS units and outside providers (Lafayette). (This program/service addresses an area identified as needing improvement in Louisiana's PIP, Item 17, Needs and Services of child, parents, foster parents.)

**Population Served:** Families in which one or more children are in imminent danger of being placed in foster, group, or institutional care (prevention); families who require intensive services when children are being returned from out-of-home care within 7 days of being placed home (reunification); for children at risk of placement disruption in a stable foster home, relative or adoptive placement (stabilization); and when a child is being "stepped-down" from residential to a foster parent (or relative).

**Update on Specific Accomplishments/Progress for SFY 2007 – 2008:** After review of IHBS models used nationwide, the agency chose to use the Homebuilders Model and contracted with The Institute for Family Development to train and support staff and providers in statewide implementation. A total of 40 (full and part-time) therapists (both in-house and outside providers) have been trained along with an additional 41 FS staff and supervisors. A total of 11 trainings were held from January 2007 – January 2008 covering such topics as Fundamentals of Homebuilders, Supervising Homebuilders, North Carolina Family Assessment Scale, Assessments and goal setting, Cognitive and Behavioral Interventions and Teaching Skills, Engagement, Motivation and Relapse prevention, and Critical Thinking. Future planned trainings also include Responsive Management for Supervisors, Ethics for in-home services, Cognitive Limitations, and Domestic Violence. When at all possible, extra slots are offered to OCS FS staff and supervisors. In house units were developed in Lake Charles (March 2007) and Lafayette (April 2007). However, in November 2007, two providers had to discontinue services: Monroe provider, Dave Williams and Associates and Orleans/Jefferson Provider (Catholic Charities). Kingsley House, the second provider for Orleans/Jefferson, was able to absorb the referrals from Catholic Charities. The Monroe region, however, is without an IHBS provider. The agency plans to develop an in house unit in Monroe when the hiring freeze is lifted. There are currently 28 full time therapist and 7 part time therapists. There are two openings in the current in-house units (one each for Lafayette and Lake Charles).

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As of April 2008, over 550 families have been referred to IHBS (affecting over 1100 children). In 2007 alone, 477 families were served. Of those, approximately 85% were closed “services complete”, meaning they completed the 4-6 week program without an early termination (such as child removal or family non-cooperation). Sixty-five percent of the families are referred for prevention and 26% were referred to expedite timely reunification. The other 8% consists of referrals for stabilization and step-down reasons. IHBS has been instrumental in successfully facilitating reunification for 138 children who were in foster care and having their foster care case closed. Some of these children had been in care since 2004. In the first year, we are consistent with other Homebuilders findings regarding follow-up at six months post service. About 85 percent of families involved are still intact.

**Methods to Measure/Outcome Data:** A reporting structure has been set up for oversight of the efficacy of the implementation of this model. The data/reports the agency plan’s to use to measure and track the implementation of intensive home-based services include the following information: reason for referral; how long the case was open; disposition at time of closure; family well-being measured by the North Carolina Family Assessment Instrument (NCFAS) and repeat maltreatment at 6 months and 12 months post-intervention. The NCFAS data is being collected but a report has not yet been built to compile the data for assessments.

From January 2007 through April 2008 approximately 550 clients were served (or are currently being served) with a projection to serve a total of 500 for 2008 alone (for both in house and contract providers). Additionally, clients participating in IHBS services are asked to complete a customer satisfaction survey. As of April 23, 2008, 51 satisfaction surveys have been received. The outcome of these surveys was overwhelmingly positive in regards to counselors being available and responsive to clients. Clients were very satisfied with how well their counselor was respectful of their family’s culture and values. All survey respondents answered “no” regarding whether the counselor did anything to make their family situation worse.

During July, 2007 through March 2008, 63.5% of families and 67.4% of children referred to IHBS were open for preventative services; 26.5 % of families and 24.3% of children were open for reunification purposes; 9.7% of families and 8.3% of children were open for stabilization purposes; and 0.3% of families and 0.1% of children were open for step-down reasons.

For the cases that were served during SFY July 2007 through March 2008 that were closed, 76.9% of cases referred for preventative services were closed as services complete and 6.7% of cases referred for preventative services were closed due to the child being removed from the home.

During July 2007 through March 2008, 78% of cases referred to IHBS for reunification purposes were closed as services complete; 77.8 % of cases referred for stabilization services were closed as services complete; and 100% of cases referred for step-down were closed as services complete.

During July 2007 through March 2008, a total of 233 cases were closed as services complete. 998 weeks were spent providing services to these clients and approximately 28 face to face hours were completed per case.

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**Additional Activities Planned for FY 2009:**

Ongoing trainings are planned for therapists as well as agency staff. The Monroe region is expected to have an in-house unit functioning by the end of 2008.

**Substance Abuse Services**

**Program Description:** Assessment; In-patient treatment and referral; Women and dependent children's residential prevention treatment program; out-patient treatment program.

**Population Served:** Substance abusing parents and their children who are at risk of abuse and neglect or who have been abused or neglected.

**Update on Specific Accomplishments/Progress for SFY 2007 – 2008:** The OCS entered into two separate Memoranda of Understanding (MOU) with the OAD. The first MOU signed on July 1, 2006, allowed for the placement of OAD counselors in each OCS regional office. The counselors complete substance abuse assessments and make referrals for clients served. The OAD counselors are shared with the Office of Family Support (OFS). Currently counselors are in 9 of 10 regions. These counselors are housed in the OCS Offices. A second MOU was signed in March 2007 with OAD to create 25 additional beds for women and children in substance abuse treatment facilities. Additionally, the MOU provided for intensive outpatient substance abuse treatment for women statewide. OCS clients are receiving first priority on these services/beds.

This MOU is relative to the programs that will be identified as meeting maintenance of effort requirements as per Temporary Assistance for Needy Families (TANF) regulations. The programs that have been identified for purposes of establishing maintenance of effort are relative to drug screening, assessment, referral and treatment for eligible needy families/FITAP recipients and provide residential prevention and treatment programs for women and children. The total maintenance of effort generated by implementation of these programs will be \$1,839,729.00 as long as funding is appropriated by the Legislature for these programs.

The program descriptions are as follows:

A. **Component #1 Inpatient Treatment and Referral**

This program is designed to provide six (6) short term inpatient treatment beds to OCS involved pregnant women and women with dependent children that meet TANF eligibility. This program provides 24 hours per day, 7 days per week, intensive treatment. By providing these services, clients will be assisted in maintaining self-sufficiency, employment, and family stability. The agency has ongoing collaborations with the Department of Labor, Department of Corrections, Offices of Mental Health and Public Health, and Families in Need of Services.

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**B. Component #2 Women and Dependent Children's Residential Prevention and Treatment Program**

This is a program to address the needs of women with dependent children through residential treatment to women eighteen (18) years of age and older with their dependent children ages birth to twelve (12) years.

Residential substance abuse treatment services are also offered to women eighteen (18) years of age and older whose children cannot enter treatment with her.

This was used to address the needs of women with dependent children ages birth to seventeen (17) years who do not reside at the treatment facility but do receive therapeutic services at the facility. Services are to include: direct contact – to provide individual counseling, group counseling and prevention services, family sessions, educational sessions, in conjunction with tutorial services and transportation, and additionally, to serve as liaison or advocate for the child. Services must be provided and documented by credentialed staff on the date which they are provided in order to receive reimbursement. All services must also reflect the plan of care.

Residential substance abuse treatment services are also offered to pregnant women eighteen (18) years of age and older.

Required and appropriate medical supportive services will be provided to all clients; however, these services will not be included in the TANF billing process to DSS/OCS. Services to be provided include: comprehensive assessment and individualized treatment planning for women and children; care coordination; individual, group, and family therapy; parenting classes; life skills training; exposure to AA/NA groups; child care; job readiness training; relapse prevention; family reunification; and advocacy. By providing these services, clients will be assisted in maintaining self-sufficiency, employment, and family stability.

OAD will maintain contractual agreements with providers throughout the State to provide residential treatment services. Through these contractual agreements, several collaborations exist:

- New Orleans Public School System
- Children's Bureau
- Tulane/Xavier Welfare to Work
- BIZ LIINK—Job Placement
- Goodwill Industries—Job Placement
- Southeast Louisiana Area Health Education Center
- LSU Medical Center

In addition, OAD has ongoing collaborations with the Department of Labor, Department of Corrections, Offices of Public Health and Mental Health, and Families in Need of Services.

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C. Component #3 – Intensive Outpatient Treatment for Pregnant Women and Women with Dependent Children.

This is a program to address the needs of OCS/TANF eligible women with dependent children through intensive outpatient treatment to women eighteen (18) years of age and older with dependent children.

This program provides gender specific intensive outpatient treatment services in nine regions/districts of the State. Services for outpatient treatment include a psychosocial assessment, group therapy, didactic groups and family therapy. Outpatient services are delivered by Licensed Clinical Social Workers, Licensed Professional Counselors, and Licensed or Certified Substance Abuse Counselors, and those who are under supervision for certification and licensure. Any medical services provided in this treatment setting will be at no cost to OCS.

**Methods to Measure/Outcome Data:** OCS tracks by region and parish the number of clients referred for assessment, the number that attend the assessment, and how many are identified as needing treatment. The agency also tracks the type of treatment recommended and the number of clients who make it to and through treatment.

In July 1, 2007 through February 2008, there were 985 referrals to OAD, however due to rescheduled appointments and no-show appointments, only 607 assessments were completed and 305 clients were referred to substance abuse treatment.

**Additional Activities Planned for FY 2009:**

The agency will review the OCS budget to determine the amount of funds that will be used toward this program. Should funding allow, the agency will continue to utilize substance abuse services. The Agency will extend the MOU with OAD beyond the original contract date of June 30, 2008.

**Louisiana Relatives as Parents Program (LA-RAPP)**

**Program Description:** As a direct result of our agency's prevention efforts, OCS received a grant through the Brookdale Foundation to implement a program called LA-RAPP. This program encourages and promotes the creation or expansion of services for grandparents and other relatives who have assumed the responsibility of surrogate parenting.

According to the 2000 U.S. Census, Louisiana ranks as one of the top five states in the nation for grandparents raising their grandchildren. The Census Bureau reports that more than 67,000 Louisiana grandparents are responsible for meeting the basic needs of their grandchildren. Recognizing that many relatives may not know where to go for help, this program has been developed for the purpose of providing support for the relative caregivers and the children they are raising. Our mission is to identify ongoing issues and needs of kinship caregivers, and to advocate for the development of a meaningful array of services to meet these needs in each community throughout Louisiana.

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**Population Served:** Grandparents and other relatives who have assumed the responsibility of surrogate parenting.

**Update on Specific Accomplishments/Progress for SFY 2007-2008**

In partnership with the Children's Trust Fund and Grandparents Raising Grandchildren, OCS will fund the development of support groups in five communities with funds from the Brookdale Foundation grant over the next two years. Three support groups are established in Alexandria, New Roads and New Orleans and two additional support groups are in the process of becoming established. One support group will be in Monroe, Louisiana and one in an undetermined location. The Louisiana Relatives as Parents Program has assisted more than 600 relatives in securing relative placements.

In addition to this grant from the Brookdale Foundation, OCS allocated a portion of one-time, Social Services Block Grant Supplemental Funds to assist relative caregivers in ways that may not have been previously allowed. These funds have been used for concrete, supportive, or therapeutic services to facilitate the permanent placement of a child with a relative caregiver. The funds have been used to prevent entrance into the foster care system at the CPI or FS level, to support a child moving from the foster care system to a permanent relative placement and/or to prevent a disruption of a relative placement. The funds have also been used to assist fictive kin.

Public awareness and educational materials have been distributed at the Grandparents Raising Grandchildren Conference. A Legislative awareness campaign has also been sponsored. The agency has researched bills that affect grandparents and have asked Senator Broome to keep the agency apprised of house bills that affect grandparents raising grandchildren.

During the SFY 2007-2008, the agency received \$4,000 from the Brookdale Foundation. Additionally, \$50,000 was approved in the budget for relative caregivers. The agency is unable to reapply for a second grant through this foundation.

**Methods to Measure/ Outcome Data:** Over 600 relatives have been served using these funding sources. The agency will collect TIPS data on the number of clients receiving services in SFY 2008 – 2009.

**Activities Planned for FY 2009:** The agency has requested that funds become available for this fiscal year, however a decision has not been finalized.

**Nurturing Parenting Program**

**Program Description:** Nurturing the Families of Louisiana™, developed by Dr. Stephen Bavolek, is a validated approach to working with families to reduce dysfunction and build healthy, positive relationships. It is a 16-week parenting class offered by eleven Family Resource Centers throughout Louisiana for families with children between the ages of birth to five. Each of the group sessions is followed with an in home component. The goals, objectives and activities of the Nurturing Parenting Program® were developed from years of extensive clinical and empirical research in

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identifying the parenting and nurturing needs of families exhibiting abusive behaviors. The five basic constructs on which the program training and activities are based are: (1) Inappropriate Parental Expectations; (2) Parental Lack of an Empathic Awareness of Children's Needs; (3) Strong Belief in the Use and Value of Corporal Punishment; (4) Parent-Child Role Reversal; (5) Oppressing Children's Power and Independence are the basic constructs upon which the program training and implementation of activities are based. Upon completion of the skill based program, families consistently attending the sessions should demonstrate a significant decrease in risk for practicing abusive behaviors. Risk is measured by using the Adult Adolescent Parenting Inventory (AAPI-2), the program's pre/post test evaluation tool that examines parenting attitudes.

**Population Served:** OCS families served through the Foster Care or Family Services programs that have a need for parenting training and have a child between the ages of birth to five years.

**Update on Specific Accomplishments/Progress in SFY 2007 – 2008:** In August 2006, Dr. Bavolek conducted a two-day facilitator training for Family Resource Center staff that covered the content of all sixteen sessions and included presentations from each Resource Center on how they were implementing certain sessions in their centers. All Family Resource Centers were represented. In March 2007, Dr. Bavolek returned to Louisiana to train OCS staff from all nine regions on the philosophy of the Nurturing Parenting Program and what to expect when referring a client to the program. The training sessions were provided in three geographically diverse areas of the State. At two of the trainings parents who were either currently in the program or had completed it, spoke about what they learned and how they benefited from the program. Although OCS did not have any structured facilitator trainings, Dr. Bavolek was available to facilitators at the resource centers via phone and email on an as needed basis throughout the year. In an effort to get a clear picture of how the Nurturing Parenting program was being implemented throughout the State, staff along with the agency's partner from PCAL went to all of the Family Resource Centers to highlight good practice and address areas that needed improvement. OCS is posting all of the positive highlights on PCAL's message board for all resource centers to view and is focusing training in areas that need improvement.

The agency originally planned to have two staff members in each region trained in the nurturing parent program; however the agency developed Regional Prevention Specialists in each region to serve as a liaison between the Family Resource Centers and OCS staff to ensure that staff are knowledgeable about the program.

A contract was finalized with Dr. Bavolek to come to six of the resource centers with the greatest need. He helped their staff members to identify ways to engage clients in the nurturing parent process and to improve their understanding of the AAPI (Adult/Adolescent Parenting Inventory). Dr. Bavolek assisted staff in utilizing the AAPI to work with clients by teaching them how to use the AAPI to meet individually with their clients to set goals for improvement in the parenting program as well as other areas.

The agency purchased 300 Nurturing Parenting Easy Reader Handbooks for OCS workers and Family Resource Center staff members. Sixteen CDs that is a 10 session community based parenting education series were purchased and distributed to all PCAL offices and in every regional OCS office.

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**Methods to Measure & Outcome Data:** Dr. Bavolek provided results of his analysis of pre- and post-test scores of parents who completed the Nurturing Parenting Program. He reviewed the aggregate data with state office and resource center staff to help staff understand how to use and interpret the pre and post test scores, how to determine based on the number of scores in the pre-test and post-test output, the number of clients who completed the program, and how to understand the demographics of the population being served at each center. The analysis of pre- and post-test scores provides information about improvement in parenting attitudes. His analysis indicates significant improvement in the parenting attitudes of those who complete the program. Additional analysis is needed to evaluate improvement in parenting behavior.

During 2007, an analysis of a 16 -week nurturing parenting group was initiated through the Covington Region Family Resource Center. This analysis served as a prototype for developing a comprehensive evaluation of the nurturing parenting program in Louisiana. The analyses of this group included a review of the data and data structure so an evaluation data model could be developed.

The AAPI-2 (pre/post-test) measures five constructs to include: A. Inappropriate expectations, B. Lack of Empathy, C. Physical Punishment, D. Role reversal, E. Power and Independence. The resource centers are maintaining detailed log sheets which document which session each participant attended, which home sessions were completed, and which sessions the child (ren) attended. A data entry person will enter the log sheets into a database and they can be paired with the AAPI to see if there is a statistical difference in pre/post test scores. The agency will be able to monitor such things as, for all persons who complete the program is there a difference in pre/post test scores, or is there a difference in pre/post-test scores if a participants child attended each group. The agency expects to be able to receive an evaluation report in December 2008.

**Activities Planned for FY 2009:** The Casey Family Program pledged \$20,000 to do a full evaluation of the nurturing parent program. This will be used to obtain a data entry position in order to maintain the data received in the evaluations. This contract is in the process of being finalized and the goal is to have an evaluation report available by December 2008. This evaluation report will be used to determine if there are any adjustments that need to be made to the program.

### **Multisystemic Therapy (MST)**

**Program Description:** MST is a pragmatic and goal-oriented treatment that specifically targets those factors in each youth's social network that contributes to his or her antisocial behavior. MST interventions typically aim to improve caregiver discipline practices, enhance family relationships, decrease youth association with deviant peers, increase youth association with pro social peers, improve youth school or vocational performance, engage youth in pro social recreational outlets, and develop an indigenous support network of extended family, neighbors and friends to help caregivers achieve and maintain such changes. Specific treatment techniques used to facilitate these gains are integrated from those therapies (ex. Functional Family Therapy) that have the most empirical support, including cognitive behavioral, behavioral and the pragmatic family therapies.

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**Population Served:** Youth, ages 12-17 years of age, who are at risk of out-of-home placement due to delinquency/child welfare needs, youth adjudicated delinquent or CINC youth returning from out-of-home placement, chronic or violent juvenile offenders in the child welfare system, substance abusing youth in child welfare system and in some instances, non-adjudicated children, age 12-17, identified as at risk for out-of-home placement due to violent behavior, truancy, substance abuse or other maladaptive behaviors.

**Update on Specific Accomplishments/Progress in SFY 2007 – 2008:** MST has been instituted in the Monroe, Shreveport, Greater New Orleans, and Baton Regions. Lake Charles Region had MST available but it was not part of the agency contract with JPHSA. Therapists carry caseloads of 5 – 6 cases. In 2008-2009, the providers expect to serve a combined total of 150 youth. The CSI Baton Rouge team started with their first case in June 2007. They have 16 active cases (10 of which are closed). This is lower than expected due to high staff turnover. By May 2008, they will return to their full team consisting of one supervisor and two therapists. The outcomes for the CSI team are lower than anticipated due to early client terminations due to client moves outside of the service area (for 3 families) and one placement of a child for an incident prior to the start of MST services. The MCH Monroe and Shreveport teams continue to maintain strong, stable units consisting of a supervisor and two therapists assigned to OCS cases. RHD, the Orleans/Jefferson provider, has also experienced therapists shortage when their therapists without a GSW or better had to be let go due to the requirement for a license for counselors providing the in home MST services. Approximately 75% of cases are considered successful at closure.

**Methods to Measure/Outcome Measures:**

The data/reports the agency plans to use to measure and track the implementation of MST include the following information: reason for referral; how long the case was open; and disposition at time of closure. The success of a case is determined by the implementation and outcome of the case plan created by the therapist, child, family and other persons involved as needed.

As of September 2006, MST has served 149 children. Sixty- nine (69) percent of MST cases have been referred due to prevention reasons, 28% due to reunification reasons, and .03% are unknown open reasons.

One hundred and eight (108) cases have been closed. Sixty-two (62) percent have been closed as successful and 38% have been closed as unsuccessful. These percentages do not accurately reflect the success of this program, as there are 34 cases that have been data entered as closed without either a successful or unsuccessful determination.

**Activities Planned for FY 2009:** Continue to monitor implementation of MST. Create reports to measure MST effectiveness. The agency also continues to work with DHH toward CMS approval of Medicaid payments for MST services in Louisiana.

**Long Term Goals, Strategy 1:3** Identify issues facing children and families involved in Louisiana's child welfare system that threaten their safety, permanency and well-being (p.63, 2006 APSR).

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**Action Plan**

**Step 1** - Develop an instrument and survey statewide a representative sample of Prevention/Family Service (P/FS) staff on issues relating to safety and well-being of the children and families currently involved in the P/FS program.

**Step 2** - Work with National Resource Centers for Organizational Improvement and Family Centered practice to evaluate and modify current family assessments with regard to client's needs.

**Step 3** –Through training build workers' skill level in conducting comprehensive assessments and in directly connecting appropriate intervention to the client's case plan.

**Long Term Goals Plan, Strategy 1:4** Analyze statewide representative data collected in Preservation/Family Services' survey as well as data collected in revised family assessment to better understand the issues facing the families being served in the child welfare system

**Action Plan**

**Step 1** Work with NRCs for Organizational Improvement and Family Centered Practice and Permanency Planning and Data and Technology to compile and analyze data.

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**Prevention/Family Service (P/FS) Staff Survey**

All P/FS staff received the survey and of the 300 surveys sent out, 90% were completed and returned. The data indicated that P/FS staff needed more IHBS services, transportation for clients and substance abuse and mental health assessment, referral and treatment resources. As a follow-up to this program survey, the agency conducted an agency wide assessment of the entire service array. The assessment revealed the same top issues identified in the P/FS staff survey.

**Family Centered Assessment and Case Planning Instrument (Assessment of Family Functioning):** The assessment of family functioning is designed to replace the Social History (Form 60) currently used in Family Services and Foster Care. It was designed to assist in case planning by focusing on issues relevant to the family and putting only the issues that were rated as a problem (less than adequate) on the case plan.

**Update on Specific Accomplishments/Progress in SFY 2007 – 2008:**

Lori Lutz, from the National Resource Center for Foster Care and Permanency Planning, is a consultant with a Masters in Public Policy and 30 years of child welfare experience. She has extensive experience in developing family centered assessment standards and provided technical assistance to OCS staff in development and implementation of the family assessment instrument. Between June 14, 2005 and August 20, 2006, she came to Louisiana three times and participated in numerous conference calls to help develop this family centered assessment and case plan instrument. Prior to the kick off of the pilot, she trained the workers in the Baton Rouge and Lafayette regions on how to use the form by going out with a worker and completing an assessment with the worker. She came back to the group and explained the decisions they made. Alyson McCain, PhD in Psychology was contracted to work with the Baton Rouge Region and to provide ongoing support by assisting workers in doing a more functional assessment using the new instrument. Workers in Baton Rouge had recently lost a lot of staff and were overwhelmed; therefore they each only completed one assessment in the Family Services program. During the pilot of the form in Lafayette Region, they found it very burdensome based on the number of pages, but like the information it provides and appreciate how the assessment guides case planning. This form has been automated and placed on the Intranet and can be accessed through the forms menu in on-line policy.

In January 2008, the first three regions (Baton Rouge, Covington and Jefferson) were trained using the Assessment of Family Functioning. Implementation of this form began on March 24, 2008 with the initial three regions. Training is underway for the second phase (Lafayette, Lake Charles, and Thibodaux) as of March 25, 2008, with the conclusion of statewide training in August 2008. Training included all family service/foster care workers, supervisors and administrative staff.

A team consisting of members of State Office was assembled to go into the regions and assist front line workers with the implementation of this new form. They provided assistance for ½ day once a week and assisted with any problems in utilizing the instrument and answered any questions from staff.

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Legal stakeholder meetings were held with Judges, ADA's, CASA, attorney's and other stakeholders who will encounter the Assessment of Family Functioning in the course of their duties. These meetings were held in Jefferson, Covington and Baton Rouge regions.

**Methods to Measure/Outcome Data:**

After a few years of reviewing numerous records throughout the regions during the Peer Case Review process, OCS noticed that there was inconsistency across the State with the amount of detail in the social assessment. Furthermore, although the assessment was usually completed within thirty days of a child coming into care, there was rarely a second assessment, even if the circumstances have changed. A third issue was that even in the most detailed assessment, some issues that were identified in the social summary never made it onto the case plan. The agency developed the Assessment of Family Functioning so that workers could do a thorough, ongoing assessment of the family. It was designed so that any issue that is rated below satisfactory has to be addressed on the case plan (unless they have documentation justifying why that did not occur). OCS will be looking at peer case review data in the future to see if the service needs related items improve where the new assessment process is in use.

Each Regional Prevention Specialist will read 5 valid and 5 invalid cases using a random sample in each region and review for safety, risk, case assessment and planning pieces.

The Family Assessment Tracking System (FATS) was developed to provide an automated assessment tool and to collect data. Data collected is related to the major domains that affect family functioning and safety factors for children. FATS provides data to assist with data outcomes and captures information on several major domains. This tool allows the agency to focus services on clients that have the greatest need because it identifies specific behaviors in families that affect the safety and well-being of children. Additionally, it allows the agency to learn more about the patterns of behaviors of the clients we serve, i.e. prevalence of substance abuse, mental illness, etc.

**Activities Planned in FFY 2009:** Plans are to implement use of the Assessment of Family Functioning instrument statewide by September 2008. Additionally, the agency is working with Information Services/Technology (IS/IT) to make the Assessment of Family Functioning instrument available for completion on-line in web focus.

Focus groups will be held with staff utilizing the Assessment of Family Functioning after the initial rollout in order to determine the need for changes in future training sessions.

Legal Stakeholder meetings will be held in Lafayette, Lake Charles, and Thibodaux with Judges, ADA's, CASA, attorney's and other stakeholders who will encounter the Assessment of Family Functioning in the course of their duties.

The chart below details major initiatives of the Prevention and Family Services program most of which have been discussed in the proceeding pages of this document; however, this chart also provides additional details on the current status and challenges affecting implementation.

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The agency will continue training staff on the Assessment of Family Functioning. Future training needs will be assessed as needed based on feedback regarding implementation, feedback from the Regional Prevention Specialists, focus groups and peer case reviews.

All cases will be integrated into the new format within six months after the final implementation of the Assessment of Family Functioning. This will be done by using the assessment on all new cases and as a case comes up for the Family Team Conference (FTC), the Assessment of Family Functioning will be used.

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Name of Initiative	Main Purpose	Current Status and Implementation Plan	Coordination Needs (Other areas this initiative impacts or is impacted by)	Challenges
Assessment of Family Functioning and Case Plan	To assess the functioning of a family (this particular parent, with these particular children, in this particular environment) and to develop a case plan that is a direct result of the assessment; Also, to gather data on client needs in order to build partnerships and allocate resources accordingly	Automated system complete; training begins January 2007 and phased roll-out across the state. All training complete by September 2008.	Structured Decision Making (SDM)  Alternate Response – Trying to be consistent in domains assessed and consistent in language used  Potentially many other areas	A major statewide initiative; Coordinating training with SDM so it is a seamless process for staff; What should training plan look like? Who should train staff? What should we QA? What kind of follow-up is needed? Developing questions for reports.
Homebuilders Intensive Home Based Services	To prevent children from coming into care when safety can be reasonably expected; to facilitate the movement of a child from foster care back home earlier than would otherwise be possible without intensive, wrap around services; to step down a child to a less restrictive placement; to stabilize a foster or relative placement in limited situations	Available in all regions; expect to serve close to 1000 families by end of 2008.	FS Re-design; SDM; Assessment; Residential initiatives; relative placements	Requires labor intensive oversight to assure model fidelity
Substance Abuse Services	Placement of OAD clinician in each OCS region to assess and refer for treatment as needed; Allocation of funds for treatment, residential, and IOP groups in each region	Clinicians placed in all but one region; IOP started in only 2 regions so far		Staffing; transportation; assessing our data and current research to be sure we are using resources on interventions that have the best evidence of success
LaRapp (Louisiana Relatives as Parents)	To explore the needs of and support relative caregivers (concrete services, training, support groups, etc.)	Support groups established in three regions; two additional ones in process (One in Monroe; One undetermined location); limited funds allocated for services; in	Home development initiatives	Labor intensive community outreach needed to start and maintain program

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Name of Initiative	Main Purpose	Current Status and Implementation Plan	Coordination Needs (Other areas this initiative impacts or is impacted by)	Challenges
		process of identifying training and on-going supportive needs		
MST	To prevent placement of adolescents in foster care or to step-down adolescents to a more permanent family like setting	Available in GNO, Monroe, Shreveport, BR;	Residential initiatives; IHBS; Substance Abuse services;	Modifications needed for child welfare population; on-going funding
Nurturing Parenting	Intensive, "Promising" program of parent education and training	Available through Resource Center in all regions; reviewing data and making modifications as needed	Assessment; Alt. Response; Redesign of FS;	Developing enough capacity to fill the need;
Re-design of Family Services	To serve moderate to high risk families where one or more children remain in the home; Goal is to provide more direct service by OCS-FSW rather than FSW simply acting as a broker of services and monitor;	Current policy requires 1 x month visit; avg. duration 6-12 months; caseload standard 15 families; primarily brokering of services through Resource Centers and monitoring for safety/risk  Training and implementing a model that would be more intensive for shorter duration (90-120 days); smaller caseload (5-7 cases)	Alt. Response SDM IHBS MST	Designing a program that is responsive to the need yet within our means to implement;  Extensive training needed for FSW in more direct interventions;  Coordinating with other initiatives

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**FOSTER CARE/HOME DEVELOPMENT**

**Program Description** – Foster Care services include substitute, temporary care (e.g. foster family home, residential care facility, and kinship care) that is utilized when the child’s health and safety are at risk if the child remains in the home. The State is awarded legal custody of the child by the court of jurisdiction. The foster parents and private agency foster care providers work with agency staff and parents toward achieving permanency. Intensive work and case management services are offered to families to help them reach a point where the child can be safely returned home, if return home is appropriate. For children who age out of foster care at 18, the agency provides the opportunity for the young adult to contract to continue receiving supportive services through age 21 in the Young Adult Program. Home Development services include recruitment, retention and support to OCS foster and adoptive families. Additional information concerning Home Development is found in the Recruitment and Retention plan on page 129 Residential services include therapeutic congregate care and private foster care including Therapeutic Foster Homes.

**Population Served:** Foster care services are provided on a statewide basis through 9 regional and 48 parish offices. The program provides services for a planned period of time when an abused or neglected child must be separated from his parents or family, and when the state has been awarded legal custody of the child through the court of jurisdiction. As of March 2008, OCS had provided foster care services to an average of 5139 children monthly based on end-of-month figures (EOM), and to a cumulative total of 7834 children during SFY 2008.

<b>Number of Children Served in Foster Care</b>		
<b>SFY</b>	<b>EOM Average for SFY</b>	<b>Cumulative SFY</b>
2004	4316	6993
2005	4266	7145
2006	4753	8089
2007	5085	8547
2008 (through 3/31)	5139	7834

(Data obtained from Assistant Secretary’s Report)

Thus far in SFY 2008, the average number of children in Foster Care at the end of each month is approximately 19% higher in SFY 2008 than in SFY 2004.

**Goals:** Safety, Permanency, Well-being

**Activities Planned in 2007-2008 SFY:** In order to assess the impact of disruptions caused by the 2005 hurricane season, TIPS will be used to examine retrospective outcomes of children in foster care and their care providers and Quality Assurance staff is comparing Orleans Parish children in foster care (based on original court of jurisdiction) with children in foster care from other parishes to compare length of stay in foster care, days of restrictive care, etc. Now that most children in foster care and their foster families have returned to Louisiana, the focus for assuring safety and service provision is on development of a continuum of care to assure that needed services are available, enhancing foster/adoptive parent recruitment and retention, and assuring that children are placed in the least restrictive possible placement. The service array

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now includes Intensive Home Based Services, MultiSystemic Therapy, Nurturing Families of Louisiana Program, in-house substance abuse counselors, and enhanced transportation through additional monies provided to the regional resource centers. (Refer to page 88 for more information on the development of child welfare services/service array.)

**Update on Specific Activities in 2007-2008 SFY:** Louisiana has continued to take advantage of assistance provided by the National Child Welfare Resource Centers and private foundations to develop and implement a continuum of care to assure that needed services are available and that the services provided are evidence-based. We continued to offer Intensive Home Based Services (IHBS) through contracted providers in all except two regions where these services are provided in-house until November 2007. At that time, the Monroe Region IHBS provider ended services, and we plan to implement in-house IHBS services in that region. MultiSystemic Therapy (MST) is provided in the Greater New Orleans, Baton Rouge and Monroe Regions through contracted providers. The Nurturing Families of Louisiana Program and enhanced transportation are provided statewide through our regional resource centers. In-house substance abuse counselors are provided statewide through an inter-agency agreement with the Department of Health and Hospitals, Office of Addictive Disorders. Detailed information about specific activities related to assuring that each child is placed in least restrictive appropriate placement and retention and recruitment of foster homes follows in the next section of this report. Additionally, mental health counseling services are available through contracted providers and private service vendors to children in foster care and their parents. In some regions mental health services for infants are available through the Infant Team Program described in the Promoting Safe and Stable Families section of this document on page 163.

During the past year, OCS replaced fingerprinting equipment in regional offices to match State Police technology. We also requested and received Federal Bureau of Investigation approval for expansion of our law regarding persons whose fingerprints we could check to include residential caregivers and biological parents.

Focus on Four, the OCS model being used to improve safety and risk assessment, strengths and needs assessment and assessment-based service planning has begun to be rolled out state-wide during the SFY 2007-2008. The purpose of Focus on Four is to ground agency staff in the four fundamental aspects of child welfare: safety assessment, risk assessment, service planning assessment, and case planning. It provides the framework to place more emphasis on considering the goal of reunification by using concurrent planning more effectively. When adoption is the goal, biological parents will continue to receive support until the adoption is finalized. Structured Decision Making (SDM [an evidence-based risk assessment]) and regular periodic reviews of the agency's safety assessment instrument (OCS Form 5) are used to make more uniform and appropriate decisions about the level of risk in the home from which the child was removed and to evaluate the possibility of safe reunification regularly during the life of each foster care case. The Assessment of Family Functioning/Case Plan (AFF/CP) is an instrument that assists workers in engaging clients and closely ties assessed needs with planned services. It is replacing the current case plan to assure that service planning is linked with family needs and strengths identified in the assessment process. Both the SDM and the AFF/CP instruments are provided to staff in a web-based format that is expected to enhance worker effectiveness and efficiency and result in better data collection and analysis.

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The National Resource Center for Family Centered Practice and Permanency Planning (NRCFCPPP) continued to train staff in Family Finding and Engagement, an initiative to assist staff in locating and maintaining permanent connections for children and youth in foster care, with a focus on youth expected to remain in foster care until reaching the age of majority. Ongoing consultation and training continues with the NRCFCPPP in problem solving and measuring outcomes for the success of the program. OCS Program Policy was developed and disseminated to guide staff in locating permanent connections for youth in foster care.

**Methods to Measure/Outcome Data:** Quality Assurance staff has provided reports of average length of stay in foster care by Court of Jurisdiction, region and parish to the Foster Care Section for evaluation of the impact of hurricane disruption.

Intensive Home Based Services (IHBS) are available in the foster care program to assist with reunification, to stabilize foster care placements, and to assist in stepping-down children and youth to less restrictive placements. IHBS services began in January 2007, and the number of families or individuals served during SFY 2007 and 2008 is indicated in the chart below:

<b>IHBS Services</b>						
<b>SFY</b>	Reunification		Stabilization		Step-down	
	Families	Children	Families	Children	Families	Children
2007*	64	146***	16	25	3	6
2008**	98	200***	36	68	1	1

(Data from IHBS Data Base)      \*(1/1/07-6/30/07)      \*\* (7/1/07-3/31/08)  
 \*\*\*Services were provided to entire household; some children who received services were not in foster care, but at least one child in the household was in foster care with a goal of reunification.

MST services were provided to help adolescents with emotional and behavioral disorders learn to manage their behavior so that they could be prevented from entering care or reunified with their families. Since the inception of the MST program, 41 youth either in foster care at the time or recently reunified with their families have been served: 12 of those youth were served between January 1, 2007 and June 30, 2007, and the other 29 youth received MST services between July 1, 2007 and March 31, 2008.

The Nurturing Families of Louisiana Program is available to assist parents of children under age five learn the parenting skills they need to achieve reunification through our regional family resource centers. The regional resource centers have the option of providing any of four approved parent education courses for parents of older children. These services are also available to families with children remaining in the home who are receiving assistance through the Child Protection Investigation and Family Services programs, and our data does not distinguish the families by agency program serving the family. However, the services of the regional family resource centers are available to all families involved with child welfare for whom improved parenting skills is an identified need.

The regional family resource centers also provide respite (planned and crisis) to foster and adoptive parents to stabilize placements; information, referral and advocacy; mentoring (one-on-one coaching, teaching, modeling for parents, children, and youth); support services to biological, foster and adoptive parents; training on specific issues such as stress management;

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and transportation. Enhanced transportation services were available through the regional resource centers for part of this fiscal year, but when the funding was exhausted, enhanced transportation services were discontinued.

In-house substance abuse assessment and referral was provided in all regions. The service was provided to 238 child welfare service consumers during SFY 2007, and has been provided to 607 child welfare service consumers during SFY 2008 (through 3/31/08). The service is available to individuals participating in all OCS programs, and available data does not reflect the OCS program in which the individual is participating.

Focus on Four training has been provided to agency staff in Baton Rouge, Covington, Lafayette, Thibodaux, and Lake Charles Regions and the Jefferson District of the Greater New Orleans Region and implementation has begun in those regions. Training in Alexandria, Shreveport, and Monroe Regions and the Orleans District of the Greater New Orleans Region will be completed before the last week of August 2008 at which time Focus on Four will be fully implemented statewide.

Foster Care Program Policy, previously contained exclusively in Chapter 6 of the OCS Program Policy Manual, has been expanded into a Chapter 6A. Chapter 6A provides policy related to Focus on Four. Regions that have implemented Focus on Four use Chapter 6A while the other regions continue to use Chapter 6. Once statewide implementation has been achieved, the material contained in Chapter 6A will be integrated into Chapter 6.

Eight training sessions on Family Finding and Engagement (referred to by OCS as Connections for Permanency) were held from December 2006 through August 2007. Over 300 connections were located during the training. Foster Care/Adoption first line workers, supervisors, and district managers completed the training. This initiative is currently supported by finalized OCS policy and regional staff are designated in each region of the state as Connections to Permanency lead staff for facilitating searches.

The agency continued to evaluate and enhance current procedures and policies related to the Young Adult Program and Independent Living Services in collaboration with the National Resource Center for Youth Services. (For more on the YAP/ILP initiatives refer to the Chafee section of the APSR that begins on page 143).

**Activities Planned in FY 2009:** All of the activities identified above except enhanced transportation will continue in the next fiscal year. Additionally, State Office program staff will increase support to field staff for growth and development, particularly in the areas of assessment skill development, client engagement in the case planning process, and improve the culture of child welfare by stressing a strengths-based approach to how clients are viewed and served.

The roll out of Focus on Four will continue to all regions and Chapter 6A will be integrated into Chapter 6.

Connections for Permanency, an initiative to locate and engage extended family members as permanent connections for children and youth, will continue throughout the state.

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Family Group Decision Making will now be used only in Monroe Region and a model of Family Team Building is planned to be used in the three initial parishes (Caddo, Calcasieu and Tangipahoa) of the state. The results of Connections for Permanency measures will be compared between Monroe and Alexandria Regions based on the type of family team conferences / meetings.

OCS day care policy is being updated to reflect Office of Family Support (OFS) Child Care Assistance requirements, including removing the provision for child care assistance in adoption subsidy payments and requiring that day care be provided in foster care only to meet developmental and socialization needs of the child and when the foster parent is working or attending vocational training at least 25 hours per week with no exceptions even from the State Office level.

Compensation to foster parents, including special board rates, will be reviewed and revised as indicated.

OCS is working with OFS Support Enforcement staff to develop parental contribution policy. Language for this policy is being clarified in the current legislative session.

**Long Term Goals, Strategy 2:1** Decrease the number of children in residential and emergency care facilities. (This area was an area needing improvement in Louisiana's IV-E Review with regard to restructuring work with and requirements of residential facilities.)

**Step 1:** Collaborate with Annie E. Casey Foundation, Casey Strategic Consulting Group to develop techniques and procedures for reduction of numbers of foster children in congregate care settings.

**Step 2:** Review placements of children in residential settings and emergency care facilities in accordance with a triage schedule that facilitates alternative options for least restrictive and most appropriate placement.

**Update on Activities for 2007 – 2008 SFY:** The Residential subcommittee planned to continue examination of placement procedures and current use of residential care; execute the process to review all of the children currently in residential care and revise policies to align with new residential policies and procedures. As part of the residential reviews, talk with every child and youth in residential care in Louisiana to find and step down to life-long family connections; assist caseworkers in creating a viable permanency plan for each child and youth and reduce the system's dependence on inappropriate residential placements.

Review of the status and placement needs of children and youth in residential placement continued during this fiscal year, but at a slower pace than had been anticipated. It also was determined that it would not be possible to interview every youth, and sample criteria was developed as described below.

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Cases have been reviewed in a total of 31 facilities in the first two clusters of Lafayette, Lake Charles and Thibodaux Regions; and Covington, and Baton Rouge Regions. Eighteen facilities were reviewed in the first cluster and 13 in the second cluster. The facilities included 17 OCS regular group homes, 2 intensive residential settings, 1 Office of Citizens with Developmental Disabilities (OCDD) community home, 1 OCDD residential facility, 1 specialized hospitalization unit, one boot camp program, 3 emergency shelters, 4 child specific group homes, and one group home for youth in foster care who are pregnant or who have children.

One hundred ninety-eight youth were targeted and tracked in both regional clusters, 117 in the first cluster and 81 in the second cluster. All of the youth in the first cluster were interviewed. It was anticipated that 75% of the youth in the second cluster would be interviewed and staffed based on criteria identified in the pre-review instruments: children aged 10 and younger, youth aging out in one year, youth in residential placement one year or more, and youth with no contacts or permanency goal indicated on the pre-review instrument. OCS was unable to determine if the second sample was at the 75% level due to the lack of return on pre-review instruments in the Baton Rouge Region.

The remaining regional clusters were re-ordered to promote broader exposure, and the sampling percentage goals for the remaining regional clusters were established as follows:

Regional Cluster	Sample Percentage Goal
Shreveport and Alexandria Regions	50%
Monroe Region	35%
Jefferson and Orleans Districts	25%

Three retirees were trained and participated in interviews in the Covington Region along with regional OCS staff. No retirees or regional OCS staff participated in the Baton Rouge Region. Unless the percentage of youth to be interviewed increases, it is not anticipated that retirees or regional staff will be used in future interviews. The children and youth who have been interviewed have been very cooperative in the interview and staffing process.

Interviews with children and youth continue to focus on family connections, transitioning out of foster care, and step down to less restrictive placement.

**Lessons learned included the following:**

**Practice:** involve children and families throughout the case; encourage staff to take risks to support reunification; listen to youth's voice in case planning towards permanency; if reunification is inevitable, reunify sooner with supports and provide more oversight and review of residential cases.

**Process:** participation of supervisors and district managers was essential; communication with OCS and residential providers necessary; more clarity about authority required to avoid post-staffing changes; reduction of time between interviews and staffings important and with sufficient buy-in, staff applied learnings to other cases. Regional Administrator support and feedback is necessary for maximum effectiveness of permanency staffings.

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**Children and families:** children usually identified their own resources and their needs; children fostered their own connections despite system interference; families are not kept up to date on case progress and families could participate in solutions if given the opportunity.

**Staffings:** are much more effective when providers and staff refrain from focusing upon past negative behavioral issues of the child. Focusing on the present progress of the child and the formulation of visitation/discharge planning produces a most effective case staffing.

OCS Policy regarding residential placement has been revised to require that more effort, thought, and oversight goes into assuring that each child has the least restrictive placement that will meet his or her emotional and behavioral needs. The increased oversight includes a requirement that residential placement for each child age 10 or younger be reviewed in State Office and approved by the Assistant Secretary.

As an important corollary to assuring the least restrictive placements for children and youth, OCS home development partnered with private Therapeutic Foster Care (TFC) providers to give prospective foster parents the option of becoming state or private providers. TFC homes offer children and youth a placement setting that is less restrictive than residential placements while offering a higher level of structure and supportive intervention than regular foster homes. Last year, one-time hurricane relief funds were provided to cover administrative costs of TFC providers at the rate of \$3500.00 per family for each family that was recruited, trained, and certified. This incentive will not continue due to the time limitation on availability of funds.

OCS implemented a Memorandum of Understanding with Bureau of Licensing for OCS to follow-up on quality improvement programs in residential providers after licensing has conducted annual reviews. The provider will develop and implement the improvement plan; OCS will monitor to assure that planned results are accomplished and notify licensing. OCS will continue to monitor residential treatment provider programs and provide technical assistance as needed.

**Methods to Measure/Outcome Data:**

The reviews of the situations of individual children and youth in residential placement revealed that restrictive residential placement is sometimes necessary and appropriate. However, the interviews also revealed that 89% of the children whose placements have been reviewed may be ready for less restrictive placements and 33 children have been able to be replaced in a less restrictive setting or reunited with their parents or relatives. The review process has also revealed a need for local follow-up to ensure that the tentative plans identified for children whose residential placements have been reviewed are and remain appropriate and that assigned tasks are tracked and completed.

A review of TIPS point-in-time data on children and youth who are placed in payable residential facilities (excluding ICF MR facilities, psychiatric hospitals, and emergency shelters) reveals a decline in the number of children and youth in residential placement, in both the raw numbers and percentage of the total foster care population.

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<b>Residential Placements</b>			
<b>Active on Date</b>	<b>No. of Residential Placements</b>	<b>Total Foster Care Population</b>	<b>Percentage of Foster Care Population in Residential Plcmt</b>
6/30/06	521	5050	10.3%
6/30/07	516	5160	10%
3/31/08	470	5125	9.2%

Fourteen TFC families were recruited, trained and certified as a result of the collaborative efforts and incentive funding provide to TFC providers.

**Activities Planned for FY 2009:**

OCS will continue collaboration with the Annie E. Casey Foundation, Casey Strategic Consulting Group, to develop techniques and procedures for reducing the number of foster children in congregate care settings.

OCS will also continue to review placements of children in residential settings and emergency care facilities in accordance with a triage schedule that facilitates alternative options for least restrictive and most appropriate placement.

Regional Permanency Review Committees will be developed with the assistance of the Annie E. Casey Foundation and the State of Maine’s Department of Health and Human Services to follow up on cases of children whose residential placements have already been reviewed.

OCS will work with Casey Foundation and state of Maine and others around the country to examine treatment plans and modalities so that we can specify to residential providers that they use evidence-based short-term interventions demonstrated to have positive outcomes.

OCS will continue implementation of the Memorandum of Understanding with Bureau of Licensing for OCS to follow-up on quality improvement programs in residential providers after licensing has conducted annual reviews.

OCS will continue to provide and monitor criminal records clearances for residential providers at all OCS Regional Offices.

**Long Term Goals, Strategy 2:2** Increase alternative options available for foster children in most appropriate and least restrictive placements.

**Action Plan**

Step 1: Collaborate with Annie E. Casey Foundation, Casey Strategic Consulting Group and National Resource Centers to increase community placement options through expanded private foster care services and/or support transitions to relative placements and/or foster care services.

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**Update on Activities for SFY 2007 – 2008:** In an effort to increase community placement options through expanded private foster care services, the agency received a one-time payment option for providers to recruit, train and certify TFC/PFC families. As a result of the aforementioned efforts, fourteen (14) families were recruited, trained and certified by private providers. These families serviced twenty-eight (28) children in their homes. The total cost for the project was \$49, 000.

**Activities Planned for FY 2009:** The agency is currently developing a pilot project in Baton Rouge Region with Baton Rouge Home Development staff and with Greater Baton Rouge Therapeutic Foster Care (TFC) providers. The project will be a working in partnership with the TFC providers in an effort to assist perspective foster parents who meet TFC qualifications and/or who are interested in becoming TFC providers. During the OCS Model Approach to Partnerships and Parenting (MAPP) training, if the perspective foster parent meets the TFC qualifications, the Home Development staff will notify the TFC provider. Also, TFC providers will be allowed to come to an OCS MAPP session in order to provide information regarding TFC qualifications to perspective foster parents. This new concept will provide families a choice through which to care for our children at the OCS MAPP training stage.

For additional information on recruitment and retention efforts, please refer to the Recruitment and Retention Plan on page 129.

**CASE WORKER VISITS:** The actual planned use of additional IV-B, Subpart 2 funds received by OCS will be used to support caseworker visits through the purchase of additional vehicles and the reimbursement of mileage for workers visiting children.

The State offers the following plan to comply with P. L. 109-288:

**Goal:** By October 1, 2011, the agency will meet the 90 percent goal of children in foster care being visited by their caseworkers monthly with a majority of the visits occurring in the residence of the child. Although we anticipate that interventions to improve caseworker visits will result in more rapid improvement, our conservative incremental goals are as follows:

FFY	% of children visited monthly by caseworker	% of children visited monthly whose visits were in child's residence monthly
2007	55	82
2008	64	83
2009	73	84
2010	82	85
2011	90	85

Of those children who were visited each and every month, a majority were visited in their homes during 2007. Therefore, our expectations for improving the percentage of children who are visited each and every month being visited in their homes are more conservative than for the improvement in the percentage of children being visited each and every month. While we intend to make every effort to assure that visits take place in the child's residence whenever possible, our initial focus will be on assuring that caseworkers have monthly face-to-face visits with

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children in the custody of the state while assuring that a majority of those visits occur in the child's place of residence.

**Objective 1:** Develop baseline data for establishing annual targets successfully approaching the goal.

**Strategy 1:** As indicated in the addendum to Louisiana's 2007 Annual Progress and Services Report submitted on November 15, 2007, the baseline data was obtained by reviewing a random sample of cases which included youth on runaway status. The sample was generated from Louisiana's AFCARS data (2007 A exits sample, the 2007 B exits sample, and the September 30, 2007 sample). John Gaudiosi, DBA and Mathematical Statistician with the Children's Bureau Data Team selected the sample from the entire universe of OCS foster care cases and Office of Youth Development (OYD) custody cases, and forwarded the sample to Louisiana. Louisiana developed a spreadsheet that captured the same data elements captured by the Children's Bureau.

OCS and OYD staff conducted case record reviews to obtain the required baseline data using a review instrument developed specifically for this purpose. The number of children visited by the caseworker assigned to the case each and every full calendar month that each child was in care was calculated. Of the children who were visited each and every full month that they were in care, the percentage of visits that occurred in the child's residence was calculated.

Each sampled case was reviewed for the entire FFY 2007 or from the time the child entered care until September 30, 2007. Each sampled case from the two exit files was reviewed from the month the child exited back to October 1, 2006 or when the child entered care if later than October 1. Each sampled case from the in-care on September 30, 2007 sample was reviewed back to October 1 or the date the child entered care if later than October 1. The only cases that were excluded from the sample were those that could not be located. Mr. Gaudiosi provided a 10% over sample so that cases that were not reviewed could be replaced.

**Strategy 2:** Use AFCARS data as noted above to track data during subsequent years to assure compliance with 90% of children being visited at least one time per month and the majority of the visits being in the home. Each year after AFCARS A and B exits samples and the September 30 sample have been submitted to the Children's Bureau, the Children's Bureau Data Shop will provide Louisiana with a sample which will be reviewed in the same manner as the initial sample which provided baseline data.

**Strategy 3:** Use QA data to track ongoing compliance with visitation requirements. The agency will use data gathered from Quality Assurance foster care review instruments (i.e. the Foster Care QA 1 [FC QA 1] and the Case Compliance QA 1 [CC QA 1]) to measure caseworker visits. The CC QA 1 has been revised to capture whether at least four of the monthly visits in a six month reporting period occurred within the child's place of residence. The FC QA 1 is administered on a 25% sample of cases due for administrative review in a specified month and the CC QA1 is used on 100% of cases up for administrative review each month. The data from the QA reviews is entered into Louisiana's QATS system and is available for ongoing monitoring of progress toward achieving federal standards for monthly caseworker visits, resulting in an ability to take corrective action as needed between sample submissions.

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**Update on Activities for 2007-2008 SFY:** The additional IV-B, Subpart 2 funds received by OCS to support caseworker visits are being used to offset the costs of 98 new vehicles and mileage reimbursement for caseworker personal vehicle use (at forty-four cents per mile) to visit children in foster care.

With assistance from our federal partners in the Children's Bureau, Louisiana developed baseline data on caseworker visits to determine the percentage of children in foster care who were visited monthly by the caseworker handling the case of the child and the percentage of visits that occurred in the residence of the child. Louisiana's AFCARS samples include the entire universe of children in the state's custody, and the review instrument did not have a provision for excluding cases based on runaway status. Thus, Louisiana's baseline data will not be revised as it did not exclude children and youth who were on runaway status during the review period.

The Quality Assurance Case Compliance (CC QA 1) review form and instructions were revised in October 2007 to capture the required caseworker visit data, including whether the assigned worker had visited the child on a monthly basis (and defining the "assigned" worker).

**Methods to Measure/Outcome Data:** The baseline was derived from a random sample drawn from 100% of the population. The randomization was for the entire state rather than by region; therefore, the number of cases for each region did not proportionately represent the regions' actual proportion of the State Foster Care/Office of Youth Development population. Regional data includes all children in the regional sample, regardless of whether the case review was completed by that region or the region to which the case record had been transferred. The review period was 10/1/06 through 9/30/07. During SFY 2007 the average end-of-month total number of children in foster care was 5,085, and the aggregate number of children in foster care was 8,547. The representative sample consisted of 357 children who had been served in foster care for at least one full calendar month during the FFY.

For "Measure 1" in the chart below, cases were considered in compliance only if the child was visited each and every month. The percentage of children visited every month was determined by dividing the total number of children reviewed (B) by the number of children who were visited every month (A). Of the 357 children whose cases were reviewed, 195 (55%) were visited each and every month.

"Measure 2" was calculated only for children who were visited each and every full month in care during the review period. The compliance rate was determined by dividing the number of children visited every month (A) minus the visits that occurred in the child's residence equals the total visits in residence (C) divided by the total visit months (D).

Note: The State does not plan to resubmit data.

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**Federal Visitation Review Results FFY 2007**  
**(Statewide/By Region)**

	Measure 1-Visit Once Per Month			For Children Contacted Every Month (A)		
				Measure 2-Visit In Child's Residence		
	(A) Children Contacted Every Month	(B) Total Children Reviewed	% Compliance	(C) Visits in Residence	(D) Visit Months	% Compliance
<b>State Wide</b>	195	357	55%	1018	1247	82%
<b>Orleans Dist</b>	4	13	31%	18	24	75%
<b>BR</b>	8	30	27%	15	18	83%
<b>Cov</b>	35	59	59%	194	231	84%
<b>Thib</b>	14	23	61%	44	71	62%
<b>Laf</b>	43	58	74%	238	266	89%
<b>LC</b>	15	32	47%	69	87	79%
<b>Alex</b>	32	51	63%	179	209	86%
<b>Shrev</b>	22	35	63%	120	150	82%
<b>Mon</b>	15	27	56%	95	132	72%
<b>Jeff Dist</b>	8	29	28%	57	71	80%

**Activities Planned for FY 2009:** Not all of the IV-B Subpart 2 additional funding to support caseworker visits will be expended in SFY 2007-2008. The remaining funds will be used in SFY 2008-2009 (and depleted by September 30, 2009) to offset the costs of additional vehicles, travel reimbursement, salaries, and equipment necessary for caseworker visits.

Louisiana has elected to use sampling to meet the caseworker visit data collection requirement. After the final AFCARS data is submitted in 2008, the Children's Bureau Data Team will pull a representative sample of OCS children in foster care and OYD children in the custody of the state and placed in non-secure environments and provide this sample to Louisiana. The review period for FFY 2008 will be October 1, 2007 through September 30, 2008. The sample will include all children who have been in foster care for at least one calendar month during the review period including those in out-of-state placement settings and those on runaway status. Methodology for the 2008 caseworker visit data will be the same method approved by the ACF Regional Office and used in 2007. Children who have experienced more than one episode of foster care during the review period will be considered as one child. Children who have returned home for trial visits and continue to be in the custody of the state (i.e., are considered to remain in foster care) will be included in the sample. OCS and OYD staff will review the records of children in the sample and complete a review instrument that captures monthly caseworker visitation and in-home visits. For OCS cases, the data from the instruments will be entered into a database at the regional level. For OYD cases, the paper review instruments will be provided to OCS state office staff that will enter the data.

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Quality Assurance (QA) data will continue to be used to track ongoing compliance with visitation requirements and report monthly caseworker visit data. The QA data is available to regional management staff at the parish, supervisor, and worker level on a monthly basis so that areas of concern can be addressed in a timely manner.

**Objective 2:** The agency will implement new policy regarding caseworker visits on a monthly basis.

**Strategy 1:** OCS policy (Chapter 6-905), was updated effective July 2007 to require child's assigned case worker complete at least four of the monthly visits with the child per six month reporting period in the child's place of residence. The agency is circulating new policy updates that will be effective July, 2008 which will require monthly visits at the child's place of residence.

DSS/OCS policy currently defines the child's caseworker as the worker assigned to the case. The agency's definition of monthly visits is in alignment with the federal definition as one visit per calendar month. Current OCS policy (6-905) defines the term visit as any face-to-face contact between the worker and child which provides for free and private communication. Visits are focused on assessing and monitoring the care the child receives, including safety, clothing, physical environment, education and health needs, to observe foster parent/child interaction, listen to both foster child and foster parent concerns, lend support, provide ongoing clarification regarding the reason for foster care placement, review the case plan, solicit information needed in revising the case plan and to provide recent information about the child's parents, especially if reunification is the goal.

Federal regulations and state policy require that caseworker visits for children in out-of-state placements must occur at least every six months either by state staff or a private agency under contract with the State. The aforementioned policy revision effective July, 2008 incorporates changes regarding children placed out-of-state also. The new policy states that if a Louisiana child is placed in an out-of-state placement, the foster care worker shall request that the receiving state make monthly visits with the child in the placement.

**Update on Activities for FY 2008:** SDM policy, which currently applies to regions in which the Focus on Four roll out has occurred but will eventually apply to all regions is more stringent than current OCS policy on caseworker visits with the child. When the goal is reunification, SDM policy requires one face-to-face visit per month with the child where the child lives with part of the visit occurring without the placement caregiver present. OYD policy currently requires monthly in-home visits with children in custody.

**Activities Planned for FY 2009:** OCS is seeking re-accreditation through the Council on Accreditation (COA). At least one monthly visit with each child in foster care in the child's place of residence is a required COA standard, and OCS will be revising policy to implement that standard.

**Objective 3:** The agency will utilize available technical assistance/consultation from the National Child Welfare Resource Center for Data and Technology (NRCDT) to enhance data tracking and reporting.

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**Strategy 1:** Within federal fiscal year 2007-2008, the agency will schedule consultation dates with this resource center for guidance in developing a plan for enhancing staff access to appropriate technology for documentation of assigned caseworker visits with children, location of these visits, and content of these visits. The agency will also explore with the resource center data compilation procedures for reporting progress in reaching the 2011 target of 90% of children in foster care visited by their workers monthly with a majority of the visits occurring in the child's place of residence. The number of technical assistance days requested/used will be based on the needs/assessment plan negotiated.

**Update on Activities for 2007-2008 SFY:** Preliminary discussions have been held with Kate Helm of the NRCDT to obtain guidance in improving staff access to technology for documentation of caseworker visits with children including the location and content of the visits, and data compilation procedures for reporting progress toward reaching the goal of monthly face-to-face caseworker visits with children with a majority of the visits taking place in the child's residence.

**Methods to Measure/Outcome Data:** Insufficient progress has been made to determine outcomes related to this initiative.

**Activities Planned for FY 2009:** OCS will continue to work with the NRCDT to develop the technology needed to most effectively support workers in managing data related to monthly visits with children in foster care and to develop effective and timely reporting procedures.

**Objective 4:** Explore staff recruitment and retention issues and where possible, address issues considered key to successful implementation of caseworker visits.

**Strategy 1:** In order to improve services to children and families and ensure quality services, such as monthly caseworker visits with children, the agency will utilize a work group to explore and identify issues impacting retention of current staff and recruitment of new staff.

**Strategy 2:** Work with Louisiana's universities that offer social work degrees to develop a Child Welfare Training Institute.

**Strategy 3:** Continuing implementation of the supervisory coaching project with 20 supervisors.

**Activities planned for 2007-2008:**

**Strategy 1:** Use workgroup to explore turnover reasons and develop strategies to reduce turnover.

**Strategy 2:** Investigate the feasibility of developing a Child Welfare Training Institute.

**Strategy 3:** Contract with Marsha Salus to coach 20 supervisors because better prepared supervisors will garner better trained staff and better trained staff will have the necessary tools to provide quality services to children and families.

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**Update on Activities for 2007-2008 SFY:**

**Strategy 1:** The staff turnover/retention workgroup, comprised of Continuous Quality Improvement (CQI) team members, administrative, programmatic and field staff, began meeting in October 2007. The group identified and prioritized problems and root causes that lead to staff turnover and retention issues developed and began implementation of a plan to address these issues to support a sufficient and stable workforce of child welfare professionals in the State.

The workgroup identified the biggest turnover issues as occurring within the Child Welfare Specialist Trainee through Child Welfare Specialist 4 positions. The identified staff was surveyed to identify root causes of turnover. Four causes were identified:

1. Workload/caseload – Issues considered in the workgroup included weighting caseloads, reducing caseloads, completing a time-study, and developing a timeline for assignment of cases after completion of training and providing resources, clerical support for workers, and work process mapping. Additionally, OCS has begun implementation of Focus on Four which provides staff with two web based assessment instruments to ease workload burdens, the Structured Decision Making risk assessment instrument and the Assessment of Family Functioning/Case Plan integrated strengths/needs assessment and service plan. OYD staff currently uses an automated case management system in which all work products (except required original documents such as court orders and birth certificates) are entered and maintained on computers.
2. Training – Please refer to discussion of training initiatives (Strategy 2) below.
3. Support/guidance/communication – Please refer to Object 4, Strategy 3 and Objective 5 below.
4. Pay/recruitment – In September 2007 the Special Entrance Pay Rate was increased for Child Welfare Specialist 1 and 2 with a Masters in Social work or related field, and salaries of all Specialist 1 and 2 employees whose pay was below the increased special entrance rate received a raise to make their pay equivalent with that of new hires. In January 2008, in direct response to the turnover rate, Special Entrance/Retention Rates were implemented for Child Welfare Trainees through Child Welfare Specialists 4. Trainees through Specialists 3s received a 5% increase and Specialist 4s received a 2% increase. At the same time, the special entrance rates for all first line worker entry level positions were raised by 5%. In addition to the special entrance pay increases, OCS and OYD staff participated in career days at colleges and universities to recruit new staff, and the IV-E stipend program was offered at universities offering social work degrees.

OYD is also making efforts to improve recruitment and retention of staff in order to assure that caseworker visits occur at least monthly with the majority of the visits occurring in the child's residence. Recruitment and retention policy is being enhanced; work/shift schedules are being made as flexible as possible; Special Entrance Pay Rates and Optional Pay policy are reviewed regularly and updated as needed. Newspaper advertisements and Job Fairs are used to recruit staff. OYD recently participated in a major Job Fair sponsored by WAFB, as Baton Rouge television station. Participation in Job Fairs sponsored by television stations provides the added benefit of on-air announcements of vacancies during promotional announcements concerning the

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job fair. OYD was encouraged by the number of applications and inquires received as a result of the WAFB Job Fair.

**Strategy 2:** Kentucky's University Training Consortium (UTC) housed at Eastern Kentucky University was identified as a model child welfare training institute, and OCS staff has worked with that organization to gather information on the formation of a collaborative effort among and with Louisiana public universities which offer Social Work degrees to develop a child welfare training institute.

These exploratory efforts culminated in May 2008, when representatives of the Kentucky UTC presented an overview of the consortium's inception, development and benefits in Baton Rouge internally to OCS staff on one day and to the universities on the subsequent day. Seven Louisiana universities with Bachelors and/or Masters in Social Work programs (Northwestern Louisiana University, Southeastern Louisiana University, Louisiana State University, and University of Louisiana at Monroe, Grambling State University, and Southern University New Orleans, and Baton Rouge campuses) contract with OCS to provide IV-E stipends and other services. The dean and other representatives of each of those Schools of Social Work were invited to the UTC presentation.

The Kentucky consortium includes 13 universities (both public and private), and has been in existence for 22 years. It provides a broad spectrum of training that has developed over the years. All of the colleges and universities that comprise the consortium work collaboratively with one another and with the state child welfare agency to provide comprehensive and coordinated training for child welfare staff (from pre-employment through supervision and management training) as well as foster/adoptive parent training. Training is offered at the various schools, through regional training events, internet training, and teleconference training.

Two Louisiana universities have offered post-masters certificate programs. Southern University at New Orleans (SUNO) offered a certificate in Childhood Traumatic Stress from September 2007 through June 2008. Louisiana State University offered a certificate in Adoption Therapy from October 2007 through June 2008. In 2007 – 2008 sixteen OCS staff completed the SUNO certificate program and 26 OCS staff completed the LSU certificate program.

OYD planned and developed training for field staff on IV-E issues and caseworker visits with children which will be presented during SFY 2008-2009.

**Strategy 3:** OCS continued to contract with Marsha Salus to provide training and mentoring for supervisors. She will complete her work with a cohort of 25 supervisors from Alexandria, Lafayette and Lake Charles Regions in June 2008. The Marsha Salus training develops supervisory skills in providing guidance and support to direct service staff.

**Methods to Measure/Outcome Data:**

**Objective 4:** Overall staff turnover was reduced significantly between reports generated for the periods of 7/1/06 through 6/30/07 and 7/1/07 through 12/31/07. The percentage of turnovers in the Specialist Trainee through 4 positions remains high, but the proportion of staff at these levels

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is also much higher than staff at higher positions within the Child Welfare Specialist series. Data for the 12/31/07 through 6/30/08 will not be available until after 6/30/08.

<b>Staff Turnover Data</b>				
Time Period	Total Child Welfare Specialist Staff	Total number of separations	Turnover rate	Percentage of Turnover among Specialist Trainee through Specialist 4
7/1/06 – 6/30/07	1200 (as of 7/1/06)	228	19%	92%
7/1/07 – 12/31/07	1279 (as of 7/1/07)	117	9.15%	94.8%

**Strategies 1, 2, and 3:** OCS will be able to determine the effectiveness of these strategies through the measured change in percentage of children who are visited each and every month by their caseworker with the majority of those visits occurring in the child’s residence. We have noted that all of the staff who participated in the university post-masters certificate programs continue to be employed by OCS. The Kentucky child welfare training consortium reports very positive results with staff who participated in pre-employment training having retention rates of 94% at year one, 86% at year two, and 74% at year seven. Kentucky staff who participated in the MSW training had a retention rate of 85% after payback of time. This information indicates that Louisiana’s efforts to develop a child welfare training institute are likely to enhance worker retention.

**Activities Planned for FY 2009:**

**Strategy 1:** The workgroup that was formed to develop strategies to reduce employee turnover concluded its activities in April 2008. The issue of pay has been tabled due to budget constraints, but strategies to overcome the other identified causes of staff turnover will continue to be developed. Turnover statistics and reports will continue to be reviewed and addressed through the state level Continuous Quality Improvement Committee; the Field Services Division Assistant Director will be the lead regarding staff turnover and retention issues and will continue to bring ongoing issues to the management team; the Workforce Development and Clinical Services Division Director will continue work on training and workforce development issues; and the Foster Care Services division director will be the lead in addressing workload issues for direct service staff and is initially addressing foster care and clerical staff.

OYD will continue efforts to retain employees through competitive pay and flexible scheduling. Recruitment through newspaper advertisements and Job Fair participation will continue. Additionally, OYD will encourage the use of their Public Information Office to highlight and showcase positive OYD outcomes as a mechanism to attract employees.

**Strategy 2:** In the past, OCS has contracted with the seven above named universities in three year increments for IV-E stipends and other activities. When the current contracts expire at the end of this year, OCS plans to enter into one-year agreements with the universities. The universities will be asked to work collaboratively among themselves and with OCS during this year to produce work statements regarding their participation in the training consortium. OCS will request that the universities that participate in the training consortium develop training plans that are consistent throughout the state and mutually agree upon theoretical bases for the curricula at each site.

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OYD will provide training to field staff regarding IV-E issues and caseworker monthly in-home visits with all children in custody.

**Strategy 3:** The next cohort of supervisors will begin the supervisory training program with Marsha Salus in July 2008. OCS has not yet determined specifically which supervisors will be included in this cohort, but priority will be given to the regions with the highest number of first line supervisors with less than three years of supervisory experience.

**Objective 5:** Provide consistent on-going professional development/training regarding caseworker contacts with children.

**Strategy 1:** Introduce all new agency staff to contact expectations for assigned caseworkers with children in mandated agency training for new workers prior to staff receiving a caseload.

**Strategy 2:** Orient key staff to agency expectations and policy changes (Regional Administrators and Regional Program Specialists with state office liaison function).

**Strategy 3:** Require Regional Program Specialists to provide regional forum to discuss agency expectations and policy changes, as well as remaining available within the region for consultation on an ongoing basis regarding this issue.

**Strategy 4:** Encourage on a state and regional level that local supervisory discussion of caseworker contacts with assigned child clients occur with the caseworkers on a monthly basis in the child's place of residence.

**Update on Activities for 2007-2008 SFY:**

**Strategy 1:** Prior to being assigned caseloads, new workers attend orientation where they are instructed on agency policy and expectations regarding caseworker visits with children, including both frequency of visits, location of visits, and information to be obtained by verbal and observational assessment during the visit. New worker orientation includes an exercise in which workers assess the children's behavior, needs and progress to determine the quality and appropriateness of the placement.

**Strategies 2 through 4:** During Regional Administrators' monthly meetings, the issue of caseworker visits with children has been discussed frequently and was a focus of the December 4-7 Regional Administrator meeting. Discussion of caseworker visits has focused on the importance of monthly face-to-face visits with a majority of the visits taking place in the child's home. The Regional Administrators have been asked to assure that Supervisors and Regional Program Specialists assure that caseworkers are knowledgeable about visitation requirements and that Supervisors focus on monthly visits in the child's residence during supervisory conferences with workers.

**Methods to Measure/Outcome Data:** The effectiveness of these efforts will be demonstrated by the percentage of children in foster care who are visited monthly and the percentage of those who are visited in their place of residence.

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**Activities planned for FY 2009:** OCS will continue to focus consistent on-going professional development and training regarding caseworker contacts with children through the same four strategies noted above.

**Collaboration:**

OCS continues to coordinate with other state agencies, such as the Department of Health and Hospitals (DHH), Office of Citizens with Developmental Disabilities (OCDD) and Bureau of Community Supports and Services to identify foster children and former foster children who may be eligible for services for developmentally delayed youth. The coordination continues to result in access to federally funded Medicaid Waiver services and other community based services. Interagency staffing is the mechanism used to coordinate and access services from these agencies. Collaboration with this agency will continue in the next fiscal year.

Likewise, the agency has coordinated with the DHH, Office of Mental Health (OMH) and Office of Addictive Disorders (OAD) to identify foster children and former foster children who may be eligible for federally funded services such as community outpatient, inpatient, and Mental Health Rehabilitation Option services. Interagency staffing was the mechanism used to coordinate and access services from these agencies. Collaboration with this agency will continue in the next fiscal year.

CFCIP providers continued to coordinate with transitional living programs and various housing alternatives to explore new ways to meet the housing needs of the independent living participants. Additionally, coordination with local parish housing authorities has continued. Collaboration with these agencies will continue in the next fiscal year.

OCS continued to partner with Youth Oasis in Baton Rouge in supporting the operation of a transition living program funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974 to provide housing and other services to homeless youth and former foster care youth. This program continued to provide housing and other support services to youth. Collaboration with these agencies will continue in the next fiscal year.

Educational Training Voucher providers continued to partner with post secondary institutions in coordinating the ETV program. Brochures on the ETV program are provided to the post secondary institutions. The institutions were also asked to refer any youth to ETV if the youth indicated on the federal financial aid application that they were previously in foster care. The ETV providers' coordination with other agencies included the DOE, the DOL's Workforce Investment Programs, Big Brothers/Big Sisters, and the Orphan Foundation of America to access additional services for foster care youth. Coordination with these agencies will continue next year.

The Louisiana Coalition of Independent Living Skills Providers continues to be composed of OCS' program staff and representatives of the CFCIP providers. The coalition meets quarterly as a group to exchange information on services, service delivery and provide training to the participants. Additional purposes are to define barriers and problems in service delivery and develop a unified approach to solving problems common to all members.

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OCS has entered into a Memorandum of Understanding with the Louisiana Department of Education for collaboration to improve educational outcomes for children in foster care. However, the effectiveness of this MOU is questionable because each school district in Louisiana functions independently, and the statewide Department of Education has little control over collaborative efforts at the local level. A joint committee of OCS and Education staff at the State Office level was established with the intention of quarterly meetings, but these meetings may change to semi-annual.

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**Statewide Recruitment/Retention Plan**

The agency's Home Development program has undergone significant changes in the past two years. The addition of a recruiter in each region is one of the major changes. The recruiters serve as the lead in all general, targeted and child specific recruitment. For the purposes of child specific recruitment, Home Development and Adoption staff also plays a key role. This report outlines the goals for recruitment/retention for the upcoming year.

**Update on Activities in SFY 2007 - 2008**

OCS has continued to reform the Home Development program. One of the areas of focus in this work has been the recruitment of foster/adoptive families. With the designation of 9 full-time recruiters, the agency has seen an increase in the number of intake calls, orientation attendance and certifications. As of March 2008, statistics reveal that the ratio of certified foster homes to children in foster care is 55%, a 5% increase since March 2008.

The children in foster care in the State are 50% Caucasian, 47% African American, 2% Hispanic, and 1% other. A breakdown of the ages 0-5 is 42%, ages 6-12 is 29%, and 13-17 is 29%.

The number of new certifications per region for the timeframe of January 2007 – December 2007 is: Greater New Orleans 49; Baton Rouge 63; Covington 97; Thibodaux 36; Lafayette 119; Alexandria 99; Shreveport 77; Monroe 46; Lake Charles 63. The total number of new certifications is 649 which is an increase of 181 from the previous year.

**Goal 1 – Increase the number of foster/adoptive homes by region**

The increase of certified homes is a result of the following: creation and implementation of a statewide media campaign which focused on the need for foster homes; use of free media such as human interest articles and the posting of orientation schedules; distribution of printed materials (general and child specific); television segments such as “Wednesday’s Child” and “A Home of My Own”; community presentations to local churches, businesses, civic groups, etc.; attendance at local foster/adoptive parent associations; and the inclusion of foster parents in recruitment efforts and implementation of a more open, efficient certification process.

**Goal 2 – Improve supportive services to certified foster/adoptive families**

Supportive services have been improved through the following: the Regional Recruiters and Home Development staff have attended the local Foster/Adoptive Parent Association meetings and the statewide Foster/Adoptive Parent Conference; planned and attended the annual foster/adoptive parent appreciation banquets; and implemented a statewide Foster/Adoptive Parent Support Campaign which outlines the role that all staff play in the areas of recruitment/retention.

A significant improvement to this area includes the increase of supportive visits made to certified homes. Visits from Home Development staff are now made upon initial placement, two times per year, and during times of crisis. Quarterly phone contact to all certified families is also a new requirement.

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**Goal 3 – Involve community partners in recruitment efforts**

One of the ways the regional recruiters have continued to involve foster/adoptive parents in recruitment efforts is through Foster ware Parties. This partnership involves a certified family hosting a group of friends in their home and allowing the recruiter to present information about foster parenting. Foster parents are also included in child specific recruitment efforts through serving as a member of the team. Their involvement may include spreading the word about the need for a home or distributing information about a child. Foster parents also work in partnership at community presentations and pre-service trainings.

Other community partners involved in recruitment efforts are members of the faith-based community, Big Brothers/Big Sisters, CASA, Civic organizations, and local non-profit organizations. Partnership opportunities include: distribution of general and child specific materials, presentations, and donations.

**Goal 4 – Meet the 14 day timeframe between intake and orientation**

The regional recruiters offer regional group orientations at a minimum of every 21 days. Additional orientations are offered by telephone or in person as needed by Home Development staff. This frequency decreases the time that prospective families wait. The recruiters utilize a tracking chart specifically designed to track families from orientation through the certification process. The chart is designed to keep families active until they either complete the process or resign from the process.

**Goal 5 – Meet the 90-120 day timeframe from application to certification**

New Home Development policy requires that families be certified within 90-120 days of application. This policy is designed for staff to move families through the process timely. The statewide average length of time between application and certification is 79.40 days.

**Analysis of Louisiana's Foster Parents**

In July and August of 2007 the University of Connecticut conducted an analysis of Louisiana's Foster Parents titled "Current and Prospective Foster Parents of Louisiana". The study identified determinates of 300 prospective and 300 current foster parents views of the foster care system in the state of Louisiana. It was conducted in three pre-determined regions (Region 1: Greater New Orleans and Covington, Region 2: Monroe, Shreveport and Alexandria, and Region 3: Lafayette, Lake Charles and Thibodaux). (See page 224)

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**Activities Planned for FY 2009**

The agency has made significant improvements in the areas of recruitment/retention of foster/adoptive families. It is felt that the past year has been a tremendous learning opportunity for staff and has provided a foundation for future recruitment/retention work. A focus for next year will be to establish an efficient tracking mechanism that will guide efforts. The agency will also focus on reaching our established goals in an effort to improve the recruitment and retention efforts throughout the state.

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**Transfers of Custody from State Child Protection System to State Department of Corrections (DOC), Office of Youth Development (OYD)**

DSS/OCS data shows the following children who were in the care (custody) of OCS and were transferred to the supervision (custody) of the state juvenile justice system (DOC). Context information about the source of this information and how the reporting population is defined is provided below.

**Regional Analysis of Children Transferred from OCS to DOC:**

<b>Region of Child's Domicile</b>	<b>SFY 2004-2005 # Children Custody Transferred</b>	<b>SFY 2005-2006 # Children Custody Transferred</b>	<b>SFY 2006-2007 (through 3/31/07) # Children Custody Transferred</b>	<b>SFY 2007-2008 # Children Custody Transferred</b>	<b>SFY 2008-2009 # Children Custody Transferred</b>
No Court Identified	0	2	1	0	
Orleans (1) (Orleans District effective 9/05)	1	1	1	1	
Baton Rouge (2)	3	5	3	3	
Covington (3)	1	1	2	1	
Thibodaux (4)	2	3	1	0	
Lafayette (5)	4	2	4	3	
Lake Charles (6)	0	1	0	2	
Alexandria (7)	3	1	0	0	
Shreveport (8)	2	1	1	4	
Monroe (9)	0	0	1	0	
Jefferson (10) (Jefferson District effective 9/05)	2	3	3	2	
<b>TOTAL</b>	18	20	17	16	

The statistics reflect OCS database information on children who changed custody by region and by year. The data is on children whose case was opened in the State's foster care system and who had their custody transferred to the DOC. DOC has responsibility for children adjudicated to the OYD, the State's juvenile justice system. The information presented in the chart above was obtained through a Web-focus Report. The data for SFY 2004-2005, 2005 – 2006 and 2006-2007 include data from all four quarters and the data for SFY 2007-2008 includes transfers of custody from July 2007 - March 31, 2008.

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**ADOPTION**

**Service Description:**

The goal of the OCS Adoption Program is to provide permanency for children through adoption. Foster Care adoption is a permanency option for children who cannot safely return to their biological families. The goal of adoption is pursued as a permanent plan when the court of jurisdiction determines the child's family is either unable or unwilling to resume care of the child, and the child's needs of safety, permanency and well being are best achieved through adoption. Pre-adoptive services provided by the foster care worker for a child with a goal of adoption include helping the parents voluntarily relinquish parental rights, preparing the judicial termination of parental rights packet in the event the parents are unwilling to surrender, providing ongoing case management services, and preparing the child for the adoptive process. Some of the more important services delivered by the adoption worker include completing a child evaluation/assessment process, preparing children for adoption, assisting in the recruitment of child specific adoptive homes as needed, selection of adoptive resource families and placement of children, providing supportive case management services, processing adoption subsidy applications, and participating in the adoption finalization process.

Post-adoption services in Louisiana are offered principally through our Adoption Assistance (subsidy) Program. Adoption assistance services are provided to eligible families until the child's 18<sup>th</sup> birthday, and these services are both federally and state funded. While all families who adopt may apply for an adoption subsidy irrespective of type of adoption, most private, private agency and international adoptive families do not meet the strict IV-E federal subsidy requirements designed to help move special needs children out of foster care and into permanent homes via adoption. Post-adoption services are provided within budgetary constraints to any adopted child and his or her adoptive family to include those families who have adopted internationally.

Our regionally based Family Resource Centers also provide supportive post adoptive services to all Louisiana adoptive families, and our parish based child welfare offices offer family services on a voluntary basis to adoptive families seeking our agency's assistance post adoption finalization.

In addition to foster care adoptions and adoption assistance functions, the OCS Adoption Program is responsible for managing the Louisiana Voluntary Registry, responding to adult adoptee requests for non-identifying medical and genetic information, management of the State's adoption file room, and the handling of all Louisiana public and private agency, intra-family, and private agency adoption petitions.

**Population Served:**

Children placed by OCS the result of child abuse and/or neglect are typically rendered available for adoption through the legal processes of involuntary termination of parental rights or a voluntary act of surrender of parental rights. The majority of foster children available for adoption with a goal of adoption and who are in need of an adoptive placement are older, are special needs children, and or are members of a sibling group who should not be separated.

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Of the 5,139 (EOM March 31, 2008) children currently in foster care, 439 are available for adoption and in need of adoptive placement. Of these children, 179 are photo-listed on Louisiana Adoption Resource Exchange and registered as active with AdoptUSkids website at [www.adoptuskids.org/states/la](http://www.adoptuskids.org/states/la). Of the 179 children actively photo-listed, 117 are males and 60 are females; 63 are white and 114 are African American, and 2 are listed as other race; 17 are members of a sibling group who should not be separated; and 143 or approximately 80% are deemed physically, emotionally or intellectually challenged.

### **Update on Specific Accomplishments/Progress in SFY 2007- 2008:**

Last year we reported plans to initiate the following: a standardized process for early and ongoing assessment of children's special needs; our intent to increase focus on and documentation of search, assessment and reassessment of suitable relative resources throughout the life of a case; and plans to develop and implement a Post Graduate Adoption Competency Certificate Program aimed at improving the overall competency of our adoption staff and of private providers in order to enhance their work with birth families, foster adoptive children, and adoptive families statewide. Our belief is that by improving the quality of adoption related services offered to our adoptive families we can better mitigate the risk of adoption disruptions and dissolutions.

We recently completed development of the new automated adoption case plan assessment for our foster care adoption cases in keeping with our commitment to provide a standardized process for ongoing needs assessment of children in care. The instrument developed builds upon the strengths of our foster care case plan assessment, but with a specialized focus on children available for adoption with a goal of adoption. We believe this instrument will aid adoption staff in better identifying children's special needs and so their needs may be more thoroughly addressed in both the child's case plan and when developing adoption assistance agreements. It will also enable us to better identify potential barriers to the goal of adoption, barriers that need to be problem solved as part of the case planning process. While automation of the new adoption case plan assessment instrument is not yet completed, staff training has been initiated on this new instrument. Thus far, 42 staff in 3 of our 9 regions have been trained. We anticipate that the new adoption case plan assessment will be fully automated and implemented statewide by September 2008.

With the "Family Finding" initiative which went into effect in February 2007, we began re-exploring relative resources for all foster children available for adoption who were without an identified adoptive placement resource. We believe that this measure, coupled with the agency's increased emphasis on recruitment support as demonstrated by last year's hiring of 10 new regional recruiters statewide, will pay dividends for us down the road in terms of providing increased permanency placement supports and placement resources.

With the invaluable aid of Dr. Gerald Mallon, DSW, Professor of Social Work at Hunter College and Executive Director of the National Resource Center (NRC) for Family-Centered Practice and Permanency Planning, and with the support of Louisiana State University, Louisiana's Post Graduate Adoption Competency Certificate Program was launched in October 2007. The course is 110 hours and is of 8 months duration. Classes are held on the LSU main campus in Baton Rouge, LA. Course content covers a wide array of adoption related issues affecting members of the adoption triad. It provides participants with the latest research and therapeutic strategies in

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working with triad members and their families. This first year's enrollment consists of 29 students, of these, 23 are DSS/OCS agency staff and representing every region of our state and the 6 are private practitioners from Baton Rouge and the surrounding metropolitan area. It is anticipated that all students will successfully complete their course work by the end of June 2008.

In November 2007 we celebrated National Adoption Awareness Month by honoring those families who adopted children from Louisiana foster care in FFY 2006-2007 by holding a reception in their honor at the Governor's mansion. Approximately 350 adopted family members and staff attended this event. The event was filmed and distributed for repeated statewide broadcast on Louisiana's Hometown Network. In conjunction with our annual adoption celebration, we coordinated press and media releases along with the signing of the Governor's Proclamation proclaiming November as Adoption Awareness Month. These planned activities assist in increasing public awareness of our need for permanent adoptive homes for Louisiana's foster children.

Lastly, we've just recently completed work on updating adoption program information on our agency's website. This effort included providing a new link to information regarding Louisiana's Voluntary Registry and general information relative to the adoptive process.

**Major Activities Planned for the FY 2009:**

1. Monitor attendees in completion of Post Graduate Adoption Competency Certificate Program in June 2008.
2. Work with NRC for Adoption and NRC for Family Centered Practice & Permanency Planning in the redesign of adoption curricula.
3. Review disproportionality issues in adoption decision-making with assistance from NRC for Adoption and NRC for Family Centered Practice & Permanency Planning.
4. Develop training for adoption staff on talking to children who are available for adoption and who may have ambivalent or negative feelings about being adopted ("Unpacking the No of Adoption").
5. Complete training and rollout of new adoption case plan assessment statewide.
6. As needed, incorporate law and make changes in agency forms, policies and procedures with respect to pending adoption related state legislation that, if passed, will impact voluntary surrender process, statement of family history form, and voluntary registry provisions and rules.
7. Coordinate 2008 Adoption Awareness / Promotion Activity.
8. Conduct programmatic self examination in preparation for the Council on Accreditation (COA) re-accreditation process.

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**Methods to Measure/Outcome Data:**

1. The agency will measure the number of agency adoption staff and clinical providers in communities who complete Post Graduate Certification in Adoption Competency.
2. Following completion of the present Post Graduate Certification in Adoption Competency class, we will analyze class evaluations and develop recommendations for curricula revision with assistance from our partners at the NRC for Family Centered Practice & Permanency Planning.
3. With the help of NRC for Adoption and NRC for Family Centered Practice & Permanency Planning we will produce a final report on adoption decision making as it relates to disproportionality issues in Louisiana and to better inform policies, procedures and staff training needs.
4. Production of a training package on “Unpacking the No of Adoption”.
5. Complete statewide implementation of new adoption case plan assessment.
6. Complete update of all policies, procedures and forms as needed with respect to all adoption related bills that will be passed in the 2008 Louisiana legislative session.
7. Preparation and distribution of press and media releases as well as the Governors Proclamation of November 2008 as National Adoption Awareness Month. Complete planning, coordinating and hosting of the 10<sup>th</sup> Annual Adoption Celebration at the Governor’s mansion.
8. Successful completion of public adoption agency programmatic self examination in preparation for COA re-accreditation.

The following charts provide outcome data and information regarding involuntary terminations of parental rights, finalized adoptions, finalized adoption timelines, adoption incentive award and inter-country adoptions.

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**Agency and Court System Capacity to Process Termination of Parental Rights (TPR)**

The chart below contains information on the number of TPRs the agency has filed.

Region	2004 - 2005 SFY 7/04-6/05	2005 - 2006 SFY 7/05-6/06	2006 - 2007 SFY** 7/06-3/07	2007 - 2008 SFY	2005-2009 Final Report Totals
Orleans (Orleans District effective 9/05)	31	9	19	3	
Baton Rouge	23	18	27	18	
Thibodaux	2	12	24	19	
Lafayette	66	70	113	41	
Lake Charles	55	28	63	47	
Alexandria	24	45	71	36	
Shreveport	24	10	24	13	
Monroe	8	10	14	17	
Covington*	85	71	85	31	
Jefferson (Jefferson District effective 9/05)	28	28	35	20	
Statewide	346	301	475	245	

\*Covington region is divided into two courts (21<sup>st</sup> and 22<sup>nd</sup> JDC).

\*\*Data provided represents three quarters for SFY 2007 - 2008.

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**Finalized Adoptions:**

Region	Adoptions SFY 2004-2005 (7/04-6/05)	Adoptions SFY 2005-2006 (7/05-6/06)	Adoptions SFY 2006-2007 (7/06-6/07)	*Adoptions SFY 2007- 2008 7/1/07-3/31/08	2005-2009 Final Report Totals
Orleans District	58	24	29	15	
Baton Rouge	19	32	29	14	
Thibodaux	10	18	19	23	
Lafayette	118	101	83	95	
Lake Charles	37	50	44	26	
Alexandria	49	78	62	57	
Shreveport	18	46	38	28	
Monroe	23	14	11	14	
Covington	108	96	81	73	
Jefferson District	32	16	30	43	
Statewide Total	472	482	426	388	

\*Data submitted represents three quarters for SFY 2007-2008.

It should be noted that the overall number of finalized adoptions for Orleans District is down since the advent of Hurricane Katrina. This in turn has adversely impacted the total number of adoptions finalized statewide. We believe that our adoption outcomes are starting to rebound and so we are now starting to see slow but steady improvement.

The number of statewide finalized foster care adoptions conducted in the first three quarters of SFY 2007–2008 was 388, or a 10% increase over the 358 finalized adoptions that we reported for the first three quarters for SFY 2006-2007. This is a positive trend we hope to maintain.

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**Adoption Finalization Data:**

Categories	SFY 2004-2005 (7/1/04 - 6/30/05)	SFY 2005-2006 (7/1/05 - 6/30/06)	SFY 2006-2007 (7/1/06- 6/30/07)	SFY 2007-2008 *7/1/07 - 3/31/08	2005- 2009 Final Report Totals
# Children Finalized	472	482	426	388	
Average Time to Free (TPR)	1.76	1.85	1.82	1.77	
Average Time to Sign 427	.95	.73	.65	.66	
Average Time to Finalization	.31	.47	.48	.53	
Average Time of Length of Time in Care	3.02	3.06	3.02	2.97	
Average Age of Children Finalized	6.66	6.4	6.31	6.10	

\*Data submitted represents three quarters of SFY 2007-2008.

NOTE: Average time is expressed in years.

**Average Time to Free-:** Time period from the date the child entered care and the date the child became legally free for adoption.

**Average Time to Sign 427-B:** Time period from the date the child is legally available for adoption to the date the child enters a formal adoptive placement.

**Average Time to Finalization:** Time period from signing of 427B (adoption placement agreement) to date finalized.

**Average Time in Care:** Time period between the child entering care and time of finalization.

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**Adoption Incentive Awards:**

<b>Federal Fiscal Year</b>	<b>Foster Child Adoption</b>	<b>Special Needs</b>	<b>Older Child</b>	<b>Amount Awarded</b>
2005 Baseline	497	253	156	
<b>FFY 2005</b>	<b>453</b>	<b>216</b>	<b>123</b>	<b>No Award</b>
2006 Baseline	497	253	156	
<b>FFY 2006</b>	<b>437</b>	<b>232</b>	<b>109</b>	<b>No Award</b>
2007 Baseline	497	253	156	
<b>FFY 2007*</b>	<b>427</b>	<b>191</b>	<b>86</b>	<b>No Award</b>
2008 Baseline	497	253	156	
<b>FFY 2008</b>				
2009 Baseline				
<b>FFY 2009</b>				

\*Data submitted is for FFY 2007 (October 1, 2006 – September 30, 2007)

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Louisiana failed to increase foster care adoptions in FFY 2007. In large part due to some delayed residual problems from hurricanes Katrina and Rita to include displaced homes, staff, and resource providers. As we received no adoption incentive award monies last year, we have no activities to report with respect to how we expended adoption incentive award monies.

We are hopeful that the steps we have taken and will be taking with regard to recruitment of new foster and adoptive families, improved needs assessment and case planning tools, specialized training, and emphasis on family resource searches will ultimately improve Louisiana's foster care adoption outcomes.

**Inter-Country Adoptions:**

Per Section 442(b) (12) of the Social Security Act, Louisiana had no new international adoption disruptions or dissolutions that resulted in foster care entry to report again this year. The following information is provided to update the progress on the two children we've previously reported on, both of whom have exited foster care within the last year. Originally from Romania, both children entered state custody as a result of their adoptive parents' having difficulty in accepting these children unconditionally. Both adoptive families presented as having unrealistic expectations regarding their adopted children's needs and overestimating the children's capacity to quickly adjust to their new life here in the states. In both instances, supportive services were offered prior to disruption to no avail and in an effort to maintain the adoptions however both of these foreign adoptions resulted in adoption dissolution.

**Child 1-** Luke was originally adopted from Romania through Bethany Adoption Services of Michigan. Luke's case was handled in East Baton Rouge Parish where his permanency goal was that of Independent Living. Luke decided to not enroll in our young adult program upon his turning 18 as we had hoped he would. Last year we reported that Luke had been struggling academically, primarily due to behavioral issues with school authority figures. Luke's academic performance improved considerably this past year, his senior year of high school. Luke remains with the same family who served as his therapeutic foster home placement. There exists a very strong mutual attachment between Luke and this family. Luke is currently enrolled and studying criminal justice at Delgado Community College in New Orleans, LA. He hopes to one day to go into law enforcement.

**Child 2 -** John was adopted from Bucharest Children's Home in Romania through Adoption Services Associates of San Antonio, Texas. This time last year we reported John was doing well. As previously reported, when John first arrived in Louisiana from Texas he was on thirteen different medications which had been reduced to just one prescription at the time of our last report. We are pleased to report that John has subsequently been taken off all medications. John exited foster care the result of his being adopted by his foster parent in January 2008. John, who is now in the 9<sup>th</sup> grade, has made great strides academically, emotionally, and socially speaking. The unconditional love and acceptance that John has received from his adoptive parent and his entire extended adoptive family has greatly contributed to his dramatic improvement.

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**Inter-country Adoption Data**

State Fiscal Year	Number of Children With "Out of Country Birth Location"
1983-84	0
1984-85	1
1985-86	35
1986-87	49
1987-88	29
1988-89	40
1989-90	39
1990-91	27
1991-92	29
1992-93	28
1993-94	10
1994-95	13
1995-96	7
1996-97	8
1997-98	15
1998-99	22
1999-00	37
2000-01	60
2001-02	45
2002-03	118
2003-04	69
2004-05	84
2005-06	59
2006-07	63
2007-08 (through 3/31/07)	60
2008-09	
TOTAL	947

The data was derived from the TIPS download files for the Adoption Petition Program. All cases reported above were closed in the Adoption Petition Program. Cases are counted in the year in which the adoption petition program case was closed. There may be instances in which an adoption is completed judicially in one year and not recorded as closed in the adoption petition program until the following year. This could contribute to an over-count for some years and an undercount for other years. NOTE: If a family does not seek to have their international adoption recognized in Louisiana, by going through the adoptions petition process, they may remain unknown to the agency.

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**15. Chafee Foster Care Independence Program Report for Fiscal Year 2008 and Application for Federal Fiscal Year 2009**

**Program Description:**

The State of Louisiana, as part of child welfare's recovery from the hurricanes of 2005 has continued to receive technical assistance from the Administration for Children and Families (ACF), through the National Resource Center for Youth Development (NRCYD). With this assistance, a comprehensive plan to realign and redesign services, policies, and practice was developed to better prepare youth for adult self-sufficiency.

The recommendations of the NRCYD were accepted by OCS management as a mandated key initiative. The recommendations of the NRCYD report have also been endorsed by the House and Senate Health and Welfare Committees which study issues related to the status and well-being of children in foster care in the State, authorized by House Concurrent Resolution (HCR) 281.

Most of the recommendations of the NRCYD have been implemented while work continues on others and on development of policies to support the recommended practices. Only two of the recommendations are not being implemented (faith-based organizations will not be used for youth mentoring because of the emphasis of home development recruiting efforts toward faith-based organizations, and the interagency work group will not be pursued following one meeting of the group in which it was decided that the goals of that group could be better met by collaborations and coalitions already in existence). Information on the recommendations that are being implemented is described in the body of this section.

Additionally, the National Resource Center for Family-Centered Practice and Permanency Planning (NRCFCPPP) provided training on locating permanent connections for youth which we have named Louisiana Connections for Permanency. This initiative is designed to assure that all youth leave foster care with at least one caring and responsible adult from whom they will receive lifelong support.

Louisiana continues to deliver services to achieve the five purposes of Chafee Foster Care Independence (CFCIP) and the Education and Training Voucher (ETV) Programs while continuing efforts to maximize effectiveness of the programs. Because of the strong interrelationship between CFCIP and ETV, the goals of the ETV program are treated as the sixth purpose of CFCIP in this document. A review of the accomplishments and progress on each of those six purposes are as follows:

**Population Served**

With CFCIP funding, OCS served eligible OCS and Office of Youth Development (OYD) youth 15 years old and older up to age 18 who were likely to remain in foster care until age 18 served by OCS, youth in the same age category served by the Louisiana Office of Youth Development, and former foster care youth in the Young Adult Program (YAP) who are 18 years up to age 21 and have aged out of foster care. YAP is a voluntary program; to continue participation the

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young adults in YAP must attend college, high school to obtain a high school diploma, GED classes or vocational training.

Unduplicated Numbers of Youth Served in CFCIP	
FFY 2004-2005	1650
FFY 2005-2006	1391
FFY 2006-2007	1792
FFY 2007-2008	1683

The youth were served by ten contract providers who provide services to youth located in all 64 parishes of the State. In 2008 – 2009 the agency expects to serve 1643 youth. The projected decline is based on OYD reform efforts which are expected to result in a reduction in the total number of youth served.

**Goal 1: Help youth to transition from dependency to self-sufficiency**

**Action Plan:**

**Step 1** - Provide Independent Living Skills Training to assist youth with budgeting/money management, housing, career, planning, employment preparation, education, communication, personal care, human sexuality, consumer awareness, safety and community resources.

**Step 2** - Provide ongoing and initial training to all independent living skills providers, community partners and juvenile justice agencies on the Ansell-Casey Life Skills Assessment.

**Update on Specific Goal 1 Accomplishments/Progress in SFY 2007-2008**

**Step 1** - The CFCIP providers assessed each youth's independent living skills through the use of the Ansell-Casey Life Skills Assessment, developed an individualized learning plan addressing needed growth areas and provided many services to assist youth in transitioning to independence. Independent living skills training is one of the most important of those services. It encompasses education and assistance in budgeting/money management, housing, career planning, employment preparation, education, communication, personal care, human sexuality, consumer awareness, safety and community resources. Some providers also offered parenting assessments and group training on parenting, when needed. The Ansell-Casey Life Skills Assessment is a key component of the redesign of services for older youth as it involves foster care providers and child welfare staff in preparing youth for independence, and provides baseline information for developing individualized learning plans. The providers re-assessed each youth's independent living skills with the Ansell-Casey Life Skills Assessment after the youth completed the life skills training to determine the success of the interventions and trainings that were provided.

Two virtual cities were created as a part of the annual Youth Conference, one in the northern and one in the southern part of the state, in the summer of 2007 and will be replicated in June 2008. The original plan had been to revert to the Pre-Katrina/Rita single statewide conference during this year, but the success and cost-effectiveness of the two separate sessions in the previous year changed that decision. The virtual city allows youth to experience "real world" activities,

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choices and consequences. Youth selected occupations and were given “money” equal to the entry level pay for their chosen career and had to learn to provide themselves with essentials such as food, medical insurance, housing, etc. The negative consequences of over-spending and using money for luxuries at the expense of necessities were felt as youth dealt with “payday” loans and other high interest rate financing methods. Approximately 150 total youth attended the two conferences last year, and approximately 100 youth are expected to attend at each site and learn budgeting, prioritizing needs and daily living skills in June 2008, increasing the participation of last year.

OCS has continued to collaborate with Louisiana’s Department of Labor (LDOL). This collaboration has resulted in youths’ increased use of services for vocational assessment, job preparation, job placement and continuing vocational support services. Louisiana Rehabilitation Services (LRS) has joined this collaboration. Meetings have been held for every OCS region with LDOL and LRS to establish intake and monitoring procedures. Phone conferences for three “super regions” (Monroe, Shreveport, and Alexandria Regions; Lake Charles, Lafayette and Baton Rouge Regions; Covington, Greater New Orleans, and Thibodaux Regions) have been held each month. These teleconferences include regional and state level staff from OCS, LDOL and LRS.

Through OCS’ collaboration with LDOL and LRS, youth continue to be referred to career centers for job services and participation in summer employment. Youth were eligible to receive job readiness services, employment assistance, job placement, tutoring, mentoring and support services. By interagency agreement, a joint policy for both OCS and LDOL eliminated any barriers in the referral of foster children and former foster children for services and simplified the referral process. The inclusion of LRS in this collaborative process has further reduced complications and delays for youth because referrals are accepted simultaneously by both agencies and if a youth is not appropriate for the services of one agency, the other steps in immediately.

CFCIP providers also offered individual and group counseling to youth in their programs. One purpose of this counseling was to address the youths’ emotional barriers to fully engaging in developing the skills necessary to become fully functioning and independent adults.

The providers of CFCIP services engaged in significant community networking activities in order to offer integrated and coordinated services. CFCIP providers offered youth information about and referral to other needed community resources as an essential component of their programs. Some CFCIP providers were able to continue providing household items, furniture, and personal items for youth in their programs through community donations. The CFCIP providers also made home visits to youth in their programs which provided unique opportunities to coordinate services with the foster parents to reinforce the independent living skills taught in the programs.

CFCIP providers continued to make outreach efforts to attract eligible OCS and OYD youth to their programs, a key element in the delivery of services. Outreach efforts included sending flyers to group homes, tribes, residential treatment facilities, schools and other community based sources for possible referrals for CFCIP services; providers met with school social workers to

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identify the foster children in school; and were given information on how to contact all eligible youth to individually offer CFCIP services to the youth.

In order to improve independent living services, a workgroup consisting of youth, OCS staff, foster parents and residential provider staff, and Independent Living Skills providers was instituted to formulate a Request for Proposals (RFP) for CFCIP providers. The proposals were received from current CFCIP providers and other organizations interested in adding Independent Living Skills training to their service arrays from all regions of the state. The RFP requirements assure that the curriculum used by each provider is relevant, current and sufficiently consistent to allow a youth moving from one area to another to complete his/her learning plan; includes experiential “hands on” learning opportunities; and provides a sufficient number of training hours. It also requires that the services be accessible to youth both in terms of geographical location of the training and assuring that life skills training does not interfere with the youth’s academic education or extra curricular activities. The proposals were reviewed by teams of OCS and OYD staff who scored the proposals based on the quality of services offered and reasonableness of the proposed budget. One proposal for each region was recommended for contract negotiation. Six current providers were recommended for continued service provision, and three new providers were recommended. Contracts are expected to be finalized by July 2008 at which time the new providers will be trained in the Ansell-Casey Life Skills Assessment. A pre-contract finalization meeting was held on April 11, 2008 to prepare all contractors for implementing the scope of work defined in the proposals. Contractor expectations were discussed at the meeting.

**Step 2** All CFCIP providers have been trained to accurately use the Ansell-Casey Life Skills Assessment. With technical assistance from the ACF through the NRCYD, Louisiana provided “train the trainer” training to 47 people in administering the Ansell-Casey Life Skills Assessment during the past year. The individuals who completed the train-the-trainer sessions included foster parents, independent living providers, residential providers, OCS staff, OYD staff, and other stakeholders.

**Methods to Measure/Outcome Data Related to Goal 1**

**Step 1** Youth entering the independent living skills program completed an initial assessment of their independent living skills using the Ansell-Casey Life Skills Assessment. The assessment allows for an individual evaluation of the youth’s skill levels and the services needed to improve his or her skills. A written individual independent learning plan was developed for each youth based on the initial needs assessment. The plan addressed identified needs and was incorporated into the OCS case plan for each youth. At the conclusion of the program, youth completed another assessment using the Ansell-Casey Life Skills Assessment. The second assessment documents the increase in the youth’s independent living skills. A transition plan is also developed for each youth detailing services needed to transition to independent living at age 21. The plan identifies the assistance needed by the young adult and coordinates the needed services. CFCIP providers also participated in Family Team Conferences (FTC) and discharge planning conferences when requested to provide information and assist in the planning for youth.

A second measurement of the outcomes of the CFCIP programs is follow-up surveys administered to youth after they have successfully completed the independent living program.

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The surveys are opportunities for the youth to give feedback on services to the service providers. Each CFCIP provider reviews the data tabulated from the surveys from the youth attending that provider's program. That data indicates the overall educational progress of the youth, living arrangements, level of independence, and other data that assists the provider in planning for service provision and delivery in the future.

**Step 2** Forty-seven additional people were trained to become trainers in the use of the Ansell-Casey Life Skills Assessment instrument. These individuals will be required to provide two trainings per year to maintain certification.

**Goal 2: Help youth receive the education, training and services necessary to obtain employment**

**Action Plan:**

**Step 1** - Assist youth with costs of room and board, education/training program costs and any other needed support services

**Step 2** - Assist youth with obtaining vocations of interest

**Update on Specific Goal 2 Accomplishments/Progress in SFY 2007-2008**

**Step 1** - For foster children under 18 who are attending education or training programs, OCS continued to pay room and board costs, education/training program costs and any other needed support services. The costs of education for foster children were paid by Title XX, Title IV-B, Title IV-E, and state general funds.

For young adults in YAP and attending secondary education, state general funds paid for room and board costs, while Title XX funds and State General Funds paid for educational/vocational costs. For young adults in post secondary education, Education and Training Vouchers (ETVs) were used to supplement the additional cost of education not covered by other sources.

ETV funds allocated to Louisiana are insufficient to meet the needs of all eligible youth who desire to continue their education, and efforts are underway to develop additional resources. For example, Brave Heart – Children in Need, Inc., a non-profit organization serving 26 parishes in southern Louisiana, has partnered with a private foundation to offer scholarships to three foster care alumni youth. The eligibility criteria and application has been developed and is under consideration by the foundation.

**Step 2** - CFCIP providers use Self-Directed Search, a vocational interest instrument, in the independent living skills training to direct youth to vocations of interest. The independent living skills curriculum also teaches the necessary skills for obtaining employment and remaining employed.

One component of the collaboration between OCS, LDOL and LRS mentioned above is that youth receive vocational assessments as a part of the referral to LDOL. Also, OCS is working

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with LRS on the development of an assessment of vocational interests specifically for youth in foster care, especially those with developmental disabilities.

Youth attended educational and employment forums sponsored by the CFCIP providers. Youth considered employment options from local businesses and educational opportunities presented by representatives from academic and vocational schools. The young adults obtained information on admission and had their questions answered about particular schools that were of interest to them.

The virtual city concept presented at the Youth Conferences gave youth insight into educational and vocational choices and a “reality check” on life choices that result in insufficient income to meet basic needs and desires.

OCS’ Human Resources’ Division has created a brochure on state employment opportunities for current and former foster youth which is distributed to the CFCIP providers and our older youth.

**Methods to Measure/Outcome Data Related to Goal 2**

**Step 1** - Two hundred ninety-five youth were assisted with education and training program costs and any other needed support services.

**Step 2** - A total of approximately 150 youth attended the two youth conferences held in the summer of 2007. Approximately 100 youth are expected to attend each of the two youth conferences planned for the summer of 2008.

Data on the number of youth referred to career centers for job services and number of participants in summer employment has not yet been developed. OCS is working with LDOL on an agreement that will flag OCS youth in the LDOL data base, Louisiana Virtual One-Stop (LAVOS), and provide OCS with a license to access LAVOS to determine the number of youth served and the type of services provided.

**Goal 3: Helping youth prepare for and enter post secondary training and education institutions**

**Action Plan:**

**Step 1** - Provide educational/vocational services including tutoring, costs of education or vocational training, books, supplies, fees, GED tests, college admission tests, and any other service needed to gain admission for post secondary education or training.

**Step 2** - Continue to give youth insight into what type of educational or vocational training is available and the curriculum involved with each type of program.

**Update on Specific Goal 3 Accomplishments/Progress in SFY 2007-2008**

**Step 1** - Foster children and young adults are provided educational/vocational services including tutoring, costs of education or vocational training, books, supplies, fees, GED tests, college

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admission tests, and any other service needed to gain admission for post secondary education or training.

OCS staff and the CFCIP contractors continue to provide assistance to youth in completing the federal financial aid application and other applications needed to attend college or vocational training programs. CFCIP providers have access to a website which provides free application for Federal Student Aid (FAFSA) Tips for Foster Youth. This information is important because the format of the applications is often confusing to youth in foster care (and those assisting them with applications) because of their unique legal and living status. CFCIP providers also coordinated with post secondary institutions in the State to coordinate admission, funding and the ETV grants.

As described in the previous section, funding from various sources pays for the cost of education for this post secondary education and training. More detailed information can be found in the section dealing with the ETV. If grants and ETV do not cover the cost of higher education, then OCS pays the remainder of costs with State General Funds. An educational plan is also in place to assist the youth in determining an educational or vocational goal and an action plan for achieving it.

Additionally, HCR 228 of the 2006 Louisiana legislative session established a working coalition between OCS and the Department of Education (DOE) to provide a plan for improved educational outcomes for students in the foster care system. The house committee requested creation of a participation census to track the educational success of foster care students including standardized test scores, high school and college graduation rates, and university and technical college acceptance rates and graduation rates.

**Step 2** - Administration of the Self-Directed Search vocational interest assessment and educational and vocational forums sponsored by the CFCIP providers continue to give youth insight into the types of educational or vocational training available and the curriculum involved with each type of program. As noted above, OCS is also working with LRS to develop an additional vocational interest assessment.

The increased collaboration and coordination between child welfare and education has resulted in information on Louisiana's technical colleges and vocational education opportunities being presented throughout the State at CFCIP-sponsored educational and vocational forums. Dr. Jerry Pinsel of the Louisiana Community and Technical College System made presentations in November and December 2007 to youth, CFCIP providers, OCS staff, foster parents and residential providers. The presentations were made at Louisiana Technical College campuses in Baton Rouge, Morgan City, Lafayette, Alexandria and Bogalusa; and at Delgado Community College in New Orleans, SOWELA Technical Community College in Lake Charles, Bossier Parish Community College in Bossier City, and Louisiana Delta Community College in Monroe. Dr. Pinsel has also presented this information to all CFCIP providers at an Independent Living Coalition Meeting, and plans to present the information at an upcoming meeting of the Louisiana Youth Leadership Advisory Council (LYLAC).

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LYLAC includes youth through the age of 21. These youth are involved in policy-making and participate in focus groups. They also attend national conferences and make presentations at state conferences.

Representatives of various other educational institutions have attended youth forums and provided information about various educational choices and curricula.

**Methods to Measure/Outcome Data**

**Step 1** - All youth participating in CFCIP and YAP were eligible for educational/vocational services including tutoring, costs of education or vocational training, books, supplies, fees, GED tests, college admission tests, and any other service needed to gain admission for post secondary education or training depending upon their individual circumstances and needs. Two hundred ninety-five youth attended post-secondary educational programs and received costs of their programs, books, etc.

**Step 2** - The nine educational and vocational forums provided by the CFCIP providers and presented by Dr. Pinsel were attended by 48 OCS staff, 17 CFCIP providers, 62 youth (57 OCS and 5 OYD), and 9 foster parents. Approximately 150 youth attended the Youth Conferences.

**Goal 4: Providing personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults**

**Action Plan:**

**Step 1** - Through case planning, OCS staff attempt to identify a permanent lifetime connection and support for each child.

**Step 2** - CFCIP providers continue to offer aftercare services to youth in handling emotional crises, which may occur while transitioning into independence after leaving foster care.

**Update on Specific Goal 4 Accomplishments/Progress in SFY 2007-2008**

**Step 1** - The NRCFCPPP continued to train staff in Family Finding and Engagement. Eight training sessions were held from December 2006 through August 2007. Over 300 connections were located during the training. Foster Care/Adoption first line workers, supervisors, and district managers completed the training. On-going consultation and training continues with the Resource Center in problem solving and measuring outcomes for the success of the program. This program will assist staff and youth in developing and maintaining permanent connections. OCS Program Policy was developed and disseminated to guide staff in locating permanent connections for youth in foster care.

Additionally, OCS has purchased 1,000 searches through Intellius and distributed the rights to conduct those searches throughout the regions to assist in locating permanent connections for youth whose family members have been especially difficult to locate.

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**Step 2** - OCS staff are a direct source of support for youth while in foster care and for young adults in YAP. While in placement, foster parents, childcare workers, and teachers are also providing personal and emotional support to youth. In case planning for youth, OCS staff is identifying a permanent lifetime connection and support for each child. After completing the independent living skills training, many young adults stayed in contact with the CFCIP providers indicating that supportive relationships have been established. Also, aftercare services provided by the CFCIP providers continue to be supportive to the youth in handling emotional crises, which may occur while transitioning into independence after leaving foster care.

**Methods to Measure/Outcome Data Related to Goal 4**

**Step 1** - The search for permanent connections for our youth is paramount in our redesign of services for older youth. Through an offer of technical assistance from ACF, Louisiana is currently working with the NRCFCPPP and the Court Improvement Program to incorporate family finding and engagement strategy to establish connections for permanency. Older foster youth have been prioritized for this initiative and Court Appointed Special Advocates (CASA) has been included in the training for this initiative.

Louisiana had originally planned to conduct a utilization review on Connections for Permanency that measures the personal and emotional support to youth transitioning out of care by using a control group. OCS was to track the success of locating permanent connections to the stability, well being, safety and permanency of youth during this fiscal year. That plan has been postponed due to agency changes regarding the use of Family Group Decision Making (FGDM). FGDM will now be used only in Monroe Region and a model of Family Team Building is planned to be used in the three initial parishes (Caddo, Calcasieu and Tangipahoa) of the state. The results of Connections for Permanency measures will be compared between Monroe and Alexandria Regions based on the type of family team conferences/meetings.

**Step 2** - OCS workers and CFCIP staff are available as support for all youth in foster care and in YAP. Aftercare services are available to assist all youth transitioning to independence who are in emotional crises and seek assistance from CFCIP staff.

**Goal 5: Providing financial, housing, counseling, employment, education, and other appropriate support and services to former foster care recipients between 18 and 21 years of age**

**Action Plan:**

**Step 1** - Provide services such as room and board, educational or vocational services, clothing and other support services to former foster care youth ages 18 years up to 21 years old in YAP.

**Update on Specific Accomplishments/Progress in SFY 2007-2008**

**Step 1** - OCS provided services such as room and board, educational or vocational services, clothing and other support services to former foster care youth ages 18 years up to 21 years old in YAP. State general funds primarily pay for the room and board for YAP clients. CFCIP funds are used to supplement YAP funding for room and board for youth 18 years and older in YAP,

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when the YAP budget is depleted. In this fiscal year, \$72,927.00 of the CFCIP funds or 5.36 % of the total amount of CFCIP funds were used to provide funding for supervised apartment living for youth over the age of 18. The amount of CFCIP funds used for supervised apartment living is based on remaining available CFCIP funds, otherwise these costs are funded from other sources.

In YAP, the types of living arrangements included foster family homes, relatives' homes, transitional living supervised apartments, college dormitories and independent apartment living. OCS continued to partner with Youth Oasis in Baton Rouge in supporting the operation of a transitional living program funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974 to provide housing and other services to homeless youth and former foster care youth. This program continued to provide housing and other support services to youth. In YAP, room and board included housing, food, rent, rental deposits, and utilities. In addition to room and board in various types of living arrangements, youth were provided with clothing, transportation, educational, vocational, mental health and employment assistance.

Additionally, OCS is working with public and private non-profit community partners in Louisiana's recovery from the hurricanes of 2005 regarding housing issues. Foster care youth have been established as one of six priorities for permanent supportive housing. YAP participants are also eligible for utility assistance through the Louisiana Low Income Home Energy Assistance Program (LIHEAP).

OCS continues to provide Medicaid services for youth ages 18 up to the age of 21 in YAP and cover any needed medical care not covered by Medicaid or other community resources. In the 2008 Regular Legislative Session, Louisiana House Bill 366 has been proposed to provide Medicaid or Alternative Health Care under the Chafee option for all youth who age out of foster care regardless of whether the youth elects to continue in the YAP program. OCS staff provided case management services, supervised living arrangements and coordinated services and supports.

**Methods to Measure/Outcome Data Related to Goal 5**

**Step 1** - TIPS data indicates that two hundred ninety-five former foster youth participated in YAP and have utilized services such as room and board, educational or vocational services, clothing and other support services.

**Goal 6: Provide vouchers for education and training, including post secondary education to youth who have aged out of foster care (strengthen post-secondary education to achieve purpose of ETV Program)**

**Action Plan:**

**Step 1** - Determine eligibility of present or previous foster care status

**Step 2** - Determine most effective method to administer ETV Program by issuing a request for information from Independent Living Providers and every Independent Living Coordinator in the U.S regarding how they use ETV funds.

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**Update on Specific Goal 6 Accomplishments/Progress in SFY 2007-2008**

**Step 1** - Eligibility for ETV participation is based on present or previous foster care status. Eligibility is determined by a check of the computerized data system. Eligible youth received ETV assistance in the amount of the student's need, which did not exceed the smaller of \$5,000 per year or the actual cost of attendance. The ETV coordinator reported the amount of the ETV assistance to the post secondary institution that the student attended to avoid duplication of benefits. The average amount of ETV funds per youth was \$2,679.79 in FFY 2006-2007, and is \$2,263.55 in FFY 2007-2008 (through March 31, 2008).

If the young adult was not in YAP, then ETV was the basic source of funding for their cost of education in addition to any federal grants and other scholarships. For young adults in YAP, up to age 21, state general funds and some CFCIP funds paid for room and board costs, while SSBG funds and other funds paid for their educational costs. For young adults in YAP, ETV was used to supplement the additional costs of education not covered by other sources.

In order to develop a successful plan for completion of secondary education, the youth in the ETV program participated in a planning conference with the ETV coordinator. The youth could invite other significant persons such as the foster care worker, foster parent, childcare provider, or educational counselors. The focus of the conference was to assess the youth's strengths, needs, set educational goals and develop a plan to achieve the goals. The plan was youth centered and youth driven.

**Step 2** - Eight of the ten current CFCIP providers delivered ETV services to youth throughout the state. Because of the selection of new CFCIP providers, only seven (Monroe, Alexandria, Lake Charles, Lafayette, Thibodaux, New Orleans and Baton Rouge Regions) will deliver ETV services next year. The Monroe Regional provider will serve Shreveport Region and the Greater New Orleans Region will serve the Covington Region.

To determine the most effective and efficient management of the ETV program, contact was made with other Independent Living Providers and Coordinators throughout the United States to determine how they use ETV funds. States were found to use varying approaches to ETV funds. Some states distribute funds from their central offices and others use contractors. Nine states contract with the Orphan Foundation, and each of those states indicated satisfaction with Orphan Foundation management of the ETV funds, the ease of obtaining data, and the support services provided to youth. During the coming year, OCS will make a decision on which method would be most appropriate for use in Louisiana.

**Methods to Measure/Outcome Data Related to Goal 6**

**Step 1** Periodic case reviews of the youth's progress assure that the youth receives the services to meet educational or training needs and achieve educational goals. The young adult submitted his or her grades each semester or each quarter for the ETV coordinator and case and program managers to evaluate the young adult's progress and performance. This documentation justified the continued expenditure of funds for the education or training program.

For youth receiving ETV during SFY 2006-2007, 140 of the 184 (76 ½ %) youth had good outcomes as indicated by their graduation or continuation in college or vocational training with

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satisfactory progress. Some of the youth served with ETV funds have continued their education and are obtaining Masters Degrees.

**Step 2** Information was obtained from other states regarding creation of an ETV process that can be easily measured continues to be analyzed, and a final decision for long-term ETV management will probably be determined during the next year.

**Use of ETV Funds-** Ninety percent of the ETV funds were spent on the vouchers and ten percent spent on staff salaries, travel, supplies and expenses, etc. to operate the program. The voucher expenses for youth included college or vocational tuition, books and supplies, dormitory costs, meal tickets, off campus living expenses, computers required for college or vocational training, tutoring, and child care. The vouchers did not exceed the smaller of \$5,000 per year or the total cost of attendance.

**ETV Activities planned in FY 2009**

The NRCYD recommended improving service delivery through centralization of ETV services. After surveying other states and learning service delivery methods, three methods of service delivery will be analyzed, and the most efficient and beneficial method will be determined for future ETV service delivery. The methods that will be strategically analyzed include continuing with the current regional method through CFCIP providers, centralizing ETV services within OCS, and centralizing ETV services through a single contracted provider. This decision will impact delivery of ETV funds in 2009.

In order to strengthen the program in the next fiscal year, providers and OCS staff will intensify efforts to market the ETV program. Planned marketing efforts include engaging LYLAC youth to re-writing the ETV brochure to make it more relevant to youth, outreach to foster parents and childcare providers through educating these groups about ETV and the need to emphasize post secondary education and training for foster youth. Because a high school diploma or GED is required for all post-secondary education except some curricula offered through the Louisiana Community and Technical College system, younger youth will be targeted to encourage completion of high school or a GED program. ETV providers will continue to increase coordination with post secondary institutions.

OCS will work with DSS Information Technology and with the National Resource Center on Data and Technology to develop the new automated data information and tracking program to identify eligible youth in need of referral to the ETV program and data on youth's educational status and/or completion of an educational or vocational program.

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**Data On Youth Served in ETV**

The data on youth served is based on the SFY and not the FFY. OCS' information system does not collect information on foster children or YAP clients' educational levels or when they complete an educational or vocational program.

Youth Served by ETV	
SFY 2005-2006	159
SFY 2006-2007	184
SFY 2007-2008 (to 3/31/08)	163

**Supplemental Data on Youth Eligible/Served in the CFCIP and ETV Programs and Outcome of the Programs**

During some part or all of the FFY 2005-2006, 2,495 youth in foster care and young adult clients were eligible for CFCIP services, and 1,650 clients were served by the CFCIP programs. In the 2006 – 2007 fiscal year, 1,792 clients were served by the CFCIP programs.

**Collaboration with other Federal, State and Community Programs**

**Goal 1** - OCS and the CFCIP providers continue to collaborate with community agencies, community groups, businesses, universities, churches, community professionals, youth and individual supporters of the CFCIP programs throughout the State. The community support has continued to be enthusiastic. Local school districts, public libraries, churches and vocational schools continued to donate their facilities for CFCIP classes so the location of the classes can be as convenient as possible for the youth.

**Goals 1 through 5** - CFCIP programs continue to collaborate with local mental health centers, hospitals, the United Way, Boys and Girls Clubs, Juvenile Courts, Goodwill Industries, Volunteers of America, National Park Services, IRS, YWCA, vocational schools, local businesses including financial institutions, Job Corps, the National Guard Youth Challenge and the Salvation Army.

**Goals 1 through 5** - The Louisiana Coalition of Independent Living Skills Providers continues to be composed of OCS program staff and representatives of the CFCIP providers. The coalition meets quarterly as a group to exchange information on services, service delivery and provide training to the participants. Additional purposes include defining barriers and problems in service delivery and development of a unified approach to solve problems common to all members.

**Goals 1 through 5** - In May, 2008 Louisiana will be one of the twelve new mentee states to join the ten pilot states in the Shared Youth Vision Mentor Mentee program. Celeste Skinner, Independent Living Coordinator, attended the Shared Youth Vision forum in Oklahoma May 6 and 7, 2008.

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**Goals 1, 2, 3, and 5** - OCS' continued partnership with the LDOL, DOE, LRS, OYD and other state departments to coordinate services for foster children and youth aging out of care has proved to be invaluable for our youth. We continue to participate in LDOL's Shared Vision for Youth through the Interagency Youth Work Group and attended the regional forum in Dallas in June, 2007. The forum focuses attention and resources on Louisiana's youth including foster children and former foster children. In addition to OCS, LDOL and other officials with the Louisiana Workforce Commission, Job Corps, local workforce investment representatives, DOE, Children's Cabinet and the Governor's Office are all members of the work group. The LDOL sponsored a meeting with the Workforce Investment regions, Office of Youth Development (OYD) and OCS to develop plans on referrals and meeting the needs of Louisiana's youth.

**Goals 1, 2, and 5** - ETV providers continued to partner with post-secondary institutions in coordinating the ETV program. Brochures on the ETV program are provided to the post secondary institutions who are asked to refer any youth to the ETV who indicated on the federal financial aid application that they were previously in foster care. The ETV providers' coordination with other agencies included DOE, LDOL's Workforce Investment Programs, Big Brothers/Big Sisters and the Orphan Foundation of America to access additional services for foster care youth. Coordination with these agencies will continue next fiscal year.

**Goals 1, 2, 4, and 5** - OCS continues to coordinate with other state agencies, such as the Department of Education, Department of Health and Hospitals (DHH), Office of Citizens with Developmental Disabilities (OCDD) and Bureau of Community Supports and Services to identify foster children and former foster children who may be eligible for services for developmentally delayed youth. The coordination continues to result in access to federally funded Medicaid Waiver services and other community based services. Interagency staffings are the mechanism used to coordinate and access services from these agencies. This collaboration will continue in the next fiscal year.

**Goal 4** - Likewise, the agency has coordinated with the DHH, Office of Mental Health (OMH) and Office of Addictive Disorders (OAD) to identify foster children and former foster children who may be eligible for federally funded services such as community outpatient, inpatient, and Mental Health Rehabilitation Option services. Interagency staffing was the mechanism used to coordinate and access services from these agencies, and this collaboration will continue in the next fiscal year.

**Goal 5** - CFCIP providers continue to coordinate transitional living programs and various housing alternatives to explore new ways to meet housing needs of the independent living participants. During this fiscal year, Methodist Children's Home in Ruston, LA (the parent organization of the Monroe Region CFCIP provider) has opened a transitional living facility in Monroe, and four other providers have expressed interest in developing transitional living facilities in the future. We are working with the National Resource Center for Youth Development to bring a nationally recognized expert on housing alternatives for foster youth and alumni to Louisiana to provide information and assist these providers in exploring housing options for youth. Additionally, coordination with local parish housing authorities has continued and will continue in the next fiscal year.

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**Goal 5** - OCS continued to partner with Youth Oasis in Baton Rouge in supporting the operation of a transitional living program funded under Part B of the Juvenile Justice and Delinquency Prevention Act of 1974 to provide housing and other services to homeless youth and former foster care youth. This program continued to provide housing and other support services to youth. Collaboration with this agency will continue in the next fiscal year.

**Training in Fiscal Year 2008**

**Goal 1** - In partnership with the NRCYD, 47 participants attended the Ansell-Casey Life Skills Assessment Train the Trainer. The participants included CASA, OYD, foster parents, residential providers and staff.

**Goals 1 through 5** - CFCIP providers presented specialized training and consultation for foster parents and other child care providers to build skills in working with youth in foster care as they move toward independence.

**Goals 1 through 5** - Some CFCIP providers attended the Pathways to Adulthood National Independent/Transitional Living Conference and Independent Living Forum in Minneapolis, Minnesota as well as National Independent Living Association/Daniel Memorial Conference in Florida. All Independent Living Skills providers were retrained in the Ansell-Casey Life Skills Assessment. Eight OCS staff (four foster care program managers and four direct service foster care workers from across the state also attended the Pathways to Adulthood conference in Minneapolis. In May 2008 two OCS representatives will attend the National Pathways to Adulthood Conference in Pittsburgh, PA.

**Goals 1 through 4** - Youth were invited to attend and provide leadership in all training initiatives, and opportunities were provided for youth to learn independent living skills and develop leadership skills beyond the classroom atmosphere of formal life skills training. Prior to Hurricanes Katrina and Rita, a single Statewide Youth Independent Living Conference was held each year. In 2006-2007, two separate Youth Independent Living Conferences were held in the summer of 2007, one in North Louisiana and one in South Louisiana. The two conferences were extremely successful and allowed many more youth to attend the event. With the assistance of the Youth Advisory Board, CFCIP providers offered youth many educational/vocational and employment forums which provided opportunities for youth to obtain information to make informed decisions about their future. The importance of completing secondary education, and going on to post secondary educational/vocational training will continue to be emphasized. A Reality City "hands on" learning experience was provided. Two conferences will be held again in the summer of 2008. The conferences will provide the same format and information as the 2007 conferences and are expected to have approximately 100 participants attend each conference. The total budget for the conferences is \$16,500.00 and will be paid through CFCIP funds.

**Goal 4** - Work continues on developing training with the NRCFPPP concerning reunification of older transitioning youth with their family, especially those who have permanency goals of Alternative Planned Living Arrangements (APLA). This will involve the Court Improvement Project, OYD, and the courts. Also, in conjunction with the NRCFPPP, training continues on

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how to include reunification in case planning for youth transitioning out of care. These trainings are continuing into 2008.

**Training Planned for Fiscal Year 2009**

Training planned for 2009 will center on implementation of the NRCYD recommendations to improve services and promote better outcomes for youth leaving the State's care. All but two of those recommendations will be implemented. The Faith Based initiative for youth was tabled because of the emphasis of home development recruiting efforts toward faith based organizations. The recommended interdisciplinary board met once and the members decided that this board duplicated other collaborative efforts. Training will be needed for OCS staff, CFCIP providers, youth and foster parents to effectively deploy the remaining NRC recommendations. Additionally, continued staff support will be needed for Family Finding and Engagement techniques to assure that all Louisiana youth exiting foster care have permanent positive connections.

**Goals 1 through 6** - OCS' central office will continue to provide an additional program manager position to concentrate on the needs of older foster care youth. This program manager will work with the ILP manager in the continued redesign of transition services and identify additional staff training needs.

**Goals 1 through 6** - Two Youth Independent Living Conferences (one in North Louisiana and one in South Louisiana) will be held in 2009. With the assistance of the Youth Advisory Boards, CFCIP providers, and OCS staff these conferences will offer the same format and learning opportunities as those held in the past. Additionally, leadership training will be provided to youth who participate in the ten regional youth leadership teams planned for the coming year.

**Goals 1 through 4** - CFCIP providers will continue to provide specialized training and consultation for foster parents and other child care providers to build skills in working with this specific population of foster children during the year. The Ansell-Casey Life Skills Assessment will be used to involve foster parents and residential providers in the independent living skills training our youth receive.

**Goals 1 through 4** - It is expected that the OCS CFCIP Specialist and other program managers will attend national independent living conferences with some Louisiana CFCIP providers. Also youth will be invited to attend a national youth conference.

**Goals 1 through 3** - Ansell-Casey Life Skills Assessment Train the Trainer will be offered to 16 additional participants including the new CFCIP providers, CASA, OYD, foster parents, residential providers, tribal representatives and OCS staff.

**Goal 4** - In order to assure that permanent connections are developed as early as possible in a child's foster care experience, Louisiana Connections for Permanency will be expanded by providing OCS Child Protection Investigation and Family Services workers and supervisors training in searching for family connections. This training has been provided only to Foster Care and Adoptions workers and supervisors in the past.

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**Goal 4** - Training will continue in 2009 with the NRCFPPP concerning reunification of older transitioning youth with their family, especially those who have Alternative Plan Living Arrangements (APLA) goals. This will involve the Court Improvement Project, OYD, and the courts. Also in conjunction with the NRCFPPP, training will continue in the area of case planning for youth transitioning out of care.

**Goal 6** - OCS will continue technical assistance through the NRCYD for assistance in determining the best practices for the management of ETV funds.

**Financial and Statistical Information Reporting**

The actual final expenditure of the CFCIP allocation of \$1,358,131 for the federal fiscal year (FFY) 2006 is \$1,358,131. The amount spent on room and board in this time period was \$72,927.00 or 5.36%. The funds were used to pay for supervised apartment living for youth who are 18 years old up to 21 years old. In FFY 2007 to March, 2008, \$608,016 of the allocation has been expended. The plan for the room and board portion will be to fund supervised apartment living for youth over the age of 18.

The actual final expenditure of the ETV allocation for the FFY 2006 is \$386,284. In FFY 2007 to March 31, 2008, \$216,295 of the allocation has been expended.

Continuing and New ETVs by Year		
FFY	Total Vouchers	New Vouchers
2004-2005	114	66
2005-2006	139	79
2006-2007	129 (actual)	62
2007-2008 (through 3/31/08)	86	19

ETV services will continue to be available in every region in the State in the FFY 2008-2009. The estimated number of eligible youth to be served is 125 with an estimated 40 youth receiving new vouchers.

**Activities planned in FY 2009**

OCS will continue with implementation of recommendations for program improvement provided by the NRCYD. The activities planned for the coming year reflect the agency's commitment to full implementation of those recommendations.

**Goals 1 through 6** - Program administration will remain at the central office level with Celeste Skinner as lead in Independent Living Services, the CFCIP and ETV programs. An additional program manager at the state level will participate in the program administration and monitoring of services provided by CFCIP providers. The NRCYD will continue to provide consultation and technical assistance.

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**Goals 6** - The current method of administering the ETV Program will continue to be reviewed as will exploration of alternative means of administering the program. Decisions regarding the most cost-effective and beneficial approach will be made.

**Goals 1 through 6** - OCS is exploring the advantages and disadvantages of establishing specialized caseloads of older adolescents who are expected to age out of care. NRCYD has agreed to survey Independent Living Coordinators in other states to determine how specialized caseloads are utilized including age of youth served, caseload size, etc. and share this information with OCS to assist in decision making.

**Goals 1 through 6** - Data collection and utilization will be improved. OCS will work with Department of Social Services Information Technology, the National Resource Center for Data and Technology, LDOL and the Department of Education to assure that the data needed to accurately assess program effectiveness is available and to begin preparation for the National Youth in Transition Database.

**Goals 1 through 5** - A new contract monitoring form will be developed and used to assure that CFICP providers are following requirements such as experiential learning opportunities set forth in the RFP and incorporated into the new contracts, and that Independent Living Services are accessible to youth by being provided within 45 minutes of youth's place of residence and are offered at times that do not interfere with academic education or extracurricular activities.

**Goals 1 through 6** - Locations of CFICP providers will be realigned. In the past, there were two providers in Greater New Orleans Region and two in Shreveport Region and one provider in every other region except Covington Region which was served by Baton Rouge and Orleans Providers. Beginning July 2008, there will be one provider per region, including one in the Covington Region.

**Goals 1 through 6** - Youth leadership will be increased through the establishment of ten youth leadership groups which will be developed and trained throughout the state. Youth will be trained so that they can be a vital part of their program. There will be one youth leadership group in each region except the Greater New Orleans Region where there will be two groups, one for the Orleans District and one for the Jefferson District.

**Goals 1 through 6** - Youth will also be involved in the development of a communication plan for the Independent Living Program and the Young Adult Program. LYLAC, the OCS Independent Living Coordinator, and the OCS Public Relations Officer will work together to develop brochures to market the Independent Living and Young Adult Programs to youth. The input of LYLAC members is crucial to assure that the brochures "speak to" their intended audience.

**Goals 1 through 6** - Youth involvement in case planning (relates to item 18 of Louisiana's PIP) will be improved. Several options are being considered to increase youth participation in case planning such as a Youth/Caseworker Work Group to develop approaches to improve/increase youth participation; having the youth take the lead in completing the Youth Transitional Living Plan form with the worker providing assistance only as needed, allowing youth to designate an "advocate" to accompany him/her at Family Team Conference meetings, and working with the courts to increase youth participation in the legal process. The NRCYD has agreed to contact the

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NRC for Legal and Judicial issues to ask for their assistance in preparing a group of youth to present to the Court Improvement Program Advisory Committee.

**Goal 1** - A key strategy in developing permanency for older youth is the identification of permanent contacts and having the permanent contacts involved in the case planning process. CFCIP providers will continue to work closely with OCS staff, CASA and others in identifying permanent contacts, listing the permanent contacts on the CFCIP plan, and involving the permanent contacts in the planning.

**Goals 1 through 4** - Emphasis will be placed on transition planning for youth beginning at an early stage through engaging investigations and family services workers in Connections for Permanency training so that connections can be identified even prior to the child's entry into foster care should that become necessary. This effort will assist in development of the most appropriate plan at the earliest possible date. OCS staff, CFCIP providers, foster youth and community partners will play an important role in the development of appropriate transition plans for foster children. The perspective used in developing the case plans for youth and families and transition plans will continue to be a Positive Youth Development approach. The NRCFCPPP assistance will play a major role in assuring that the case plan integrates transition planning earlier in the youth's life and in early development of an appropriate permanent plan for the youth.

**Goals 1 through 5** - Coordination of independent living services with foster parents, residential child care providers, and caseworkers will be improved. In July 2008, NRCYD will come to the ILP coalition meeting to help develop focus groups to provide decision-making assistance as OCS seeks ways to assure that foster parents, residential providers and OCS workers are maximizing opportunities to reinforce the independent living skills learned in classes. The CFCIP staff will participate in leading the focus groups. A total of six focus groups will be held, three in North Louisiana (one for residential providers, one for youth, and one for OCS residential care workers), and three will be held in south Louisiana (one for foster parents, one for youth, and one for OCS foster care workers).

**Goal 1** - OCS will continue to use the Ansell-Casey Life Skills Assessment as a pre- and post-assessment of independent living skills for youth. OCS will continue to partner with Casey Family Programs in the testing and implementation of the Chafee Assessment.

**Goals 1 through 6** - Continued emphasis will be placed on collaboration with community organizations and other state agencies to maximize services and new funding streams. The CFCIP providers will play a key role in developing community connections throughout the state.

**Goals 1, 2, 3, 5 and 6** - Expanding opportunities statewide for vocational testing and counseling regarding higher education and employment for foster children is also a priority this year. OCS will work with LRS to enhance youth's ability to make informed and appropriate decisions about vocational choices, and OCS will create opportunities for youth by partnering with the LDOL and the DOE under their Shared Vision for Youth strategy. Both the Louisiana House and Senate have approved a comprehensive restructuring of LDOL into the Louisiana Workforce Commission which will oversee and coordinate worker training programs and services. This

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initiative has the Governor's support, and is expected to be enacted. If so, this restructuring is likely to have a very positive impact on youth aging out of foster care.

**Goals 1 through 6** - Continue to improve the Young Adult Program (YAP). OCS policy revision in progress is focused on ways to support "non-college" track youth and all youth not likely to complete high school. Collaboration with LRS will include exploration of training/apprenticeships for these youth. Collaboration with the Louisiana Community and Technical College System will also continue to expand vocational training opportunities.

**Goals 1 through 6** - The Agency will work with the NRCYD to develop strategies to engage youth with cognitive deficits in life skills training and transition planning.

**Goals 1 through 5** - Options for transitional housing will be expanded. Methodist Children's home opened one transitional housing program in the Monroe Region during this fiscal year. Four additional organizations have expressed interest in developing transitional housing programs for youth. The NRCYD has agreed to provide technical assistance to these groups to determine the best approach for expanding transitional living capacity.

**Services Available to American Indians**

The four federally recognized American Indian tribes in Louisiana have been consulted regarding state's CFCIP and ETV five-year plan and for the APSR. The Social Service Directors of these American Indian tribes in Louisiana were asked for their input and suggestions regarding the plans.

Independent Living providers are required to contact and meet with the Tribes face-to-face and inform the OCS Independent Living coordinator prior to the meeting so that OCS may be a part of the meeting if possible. Independent Living providers are aware of the need to invite, involve and offer services to Indian youth. Thus far, Tribes have not taken advantage of Chafee services.

Tribal social service directors participate on Regional Continuous Quality Improvement (CQI) teams where program development and evaluation is discussed and monitored for effectiveness. In addition to the tribal representatives who participate, various community partners and OCS staff are also involved in the process. This forum creates opportunities for OCS to ensure that Indian tribes are knowledgeable about eligibility for benefits and services as well as fair and equitable treatment for Indian youth.

**Trust Funds**

Louisiana does not place CFCIP funds in trust funds for youth.

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**16. PROMOTING SAFE AND STABLE FAMILIES**

In FFY 2006, \$3,695,168 of state general funds were spent to match federal Title IV-B, Subpart 2 federal funds of \$11,085,505. The agency assures that significant portions of expenditures will be made in these four areas and is proposing to use the following percentages for Title IV-B, Subpart 2 funding:

- Prevention and Support Services (PSS) – 22.5% - Community-based services that promote the well-being of children and families and are designed to increase the strength and stability of families.
- Crisis Intervention (CI) – 22.5% - Services for children and families designed to help families at risk or in crisis.
- Time Limited Reunification Services (TLR) – 22.5% - Services and activities that are provided to a child who is removed from the child's home and placed in a foster family or a child care institution, and to the parents or primary caregiver of such a child, in order to facilitate the reunification of the child safely and in a timely fashion.
- Adoption Promotion and Support Services (APSS) – 22.5% - Services and activities designed to encourage more adoptions out of foster care as well as pre and post-adoptive services and activities.

*NOTE:* PSSF services listed on the following pages have been identified by PSS, CI, TLR and/or APSS.

The agency has taken a number of actions steps to meet the goals of safety, permanency and well being through the use of Promoting Safe and Stable Families (PSSF) resources. Services provided for prevention and family support, family preservation, time-limited reunification and adoption promotion and support include the following:

**Service/Program Description:** In-home services and post-adoption case management services are offered through Resource Centers in order to assist families with permanency. Major services provided include therapy, parenting, mentoring, respite and information, referral and advocacy services. The agency continues to receive some assistance from Volunteers of America and Wendy's Wonderful Kids in the recruitment of adoptive families. (PSS, APSS)

**Service/Program Description:** Louisiana Advocacy Support Team (LAST) provides support to foster and adoptive parents who are dealing with allegations of abuse and neglect. This service is operated out of the Monroe Region Family Resource Center. The contract has been extended for three additional years. The LAST volunteer can be a mentor, teacher, helper and friend to foster and adoptive parents should the need exist. (CI & PSS)

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**Service/Program Description:** The FGDM process engages extended family and other persons closely connected to the family in assuring safety, permanency, and well being of foster children in placement, independent living and/or upon return home. FGDM ended in Baton Rouge, Lafayette and Shreveport in March 2008. The Monroe Region contract will end in November 2008. (For more on FGDM refer to the CAPTA section of this document on page 176) (PSS, CI, TLR)

**Service/Program Description:** Legal Contracts to Assist with TPR Backlog has ended. The agency has contracted with attorneys in Lafayette, Shreveport, Monroe, Thibodaux, Covington and New Orleans Regions to assist with this process. The total amount of contract attorneys for the aforementioned regions is 15. (APSS)

**Service/Program Description:** Healthy Start Services provides parenting skills for first time parents. This service is offered in Shreveport Region. The Shreveport region utilizes the Family Resource Centers for 95% of parenting referrals, yet, Healthy Start Services are still available to assist OCS clients. (PSS)

**Service/Program Description:** Preventive Assistance (PAF) and Reunification Assistance Funds (RAF) are funds to provide “basics of living” needs and assistance to prevent out of home placement and to families being prepared for reunification. (PSS & TLR)

**Infant Team Program/Service Description:** Specialized, multi-disciplinary assessment and treatment targeted to the needs of very young abused and neglected children and their immediate caregivers. (PSS & TLR)

**Population Served:** The target population is very young abused and neglected children 0-60 months and their immediate caregivers in Jefferson and Orleans Parishes and the Greater Baton Rouge area. Approximately 190 young children and their immediate caregivers (including their parents and foster parents) were served by these programs during the past year. There has been a sharp increase in the numbers of young children being seen by the Jefferson infant team since Hurricane Katrina and passage of legislation relative to drug exposed infants. The infant team programs are specifically designed to meet multiple complex needs of young abused and neglected children and their caregivers.

**Update on Specific Accomplishments/Progress for SFY 2007 – 2008:** Currently, three programs provide specialized assessment and treatment for very young abused and neglected children and their immediate caregivers in Jefferson Parish (The Tulane/JPHSA Infant Team), Orleans Parish (The Permanency Infant and Preschool Program in New Orleans), and most recently, the Greater Baton Rouge area (The Infant, Child and Family Center). The Jefferson Parish program is led by Dr. Charley Zeanah and the Tulane University School of Medicine’s Department of Psychiatry and Neurology and administered through the Jefferson Parish Human Services Authority. They served 132 children in 2007. The Orleans Parish program is led by Dr. Joy Osofsky and Dr. Amy Dickson and the LSU Health Sciences Center’s Division of Infant, Child and Adolescent Psychiatry which also administers the program. They served 35 children during last fiscal year. The Greater Baton Rouge Program is led by a community collaborative facilitated by Dr. Jan Kasofsky and Capital Area Human Services Authority staff. They have

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served approximately 22 children as of April 1, 2008 since start-up of the program in August, 2007.

The Tulane/JPHSA Infant Team has received a large increase in referrals of very young abused and neglected children which has been attributed to the convergence of at least three factors: (1) a 2005 law that mandates drug testing in newborn infants suspected of perinatal substance exposure; (2) a 2005 law mandating court intervention for the removal of a child from a biological parent's home, even if the child is being placed in the home of a relative; and (3) ongoing stressors related to Hurricane Katrina and its aftermath. The Orleans Permanency Infant and Preschool Program continues to receive referrals however they have not experienced the same large increase seen by Jefferson. Families dislocated from Orleans have been much slower to return given the widespread and devastating destruction of homes and community.

The Infant, Child, and Family Center was established in August 2007 to provide comprehensive multidisciplinary assessment and mental health treatment services for high risk children birth to 6 years of age utilizing the Child Screening, Assessment, Referral, and Treatment (Child SART) model. For the first half of 2008, DSS/OCS has contributed funding to this collaborative project. An initial special focus of the program has been upon substance exposed infants.

Specialized treatment includes individual treatment with the child to address the abuse and related emotional and behavioral issues; relationship-based treatment with the parents and the child to improve their interactions; and individual or group therapy with parents. Additional specialized services are provided according to the individual needs of the child and family e.g. psychiatric treatment (psychotropic medication for the parents), substance abuse counseling, speech and language therapy, occupational therapy or other specialized services for the child.

**Mental health needs of infants and families served by the child welfare system, outreach processes, and extent of specialized services**

At the end of SFY 2006-2007, thirty-six percent (36%) of the children in foster care statewide in Louisiana were ages 0-60 months. Of the new entries into foster care during SFY 2006-2007, forty-nine percent (49%) of the children were ages 0-60 months. Only 8% of young foster children ages 0-60 months entering foster care in SFY 2006-2007 lived in Orleans or Jefferson Parish. The remaining 92% lived outside Orleans and Jefferson parishes and thus, with the exception of the limited number of children served in the new Child SART program in the Greater Baton Rouge area, most children and families did not have access to specialized infant team services. A few very young victims of abuse and neglect coming into foster care in other parishes may access specialized infant mental health services through the Early Childhood Supports and Services program, but the vast majority are not receiving specialized assessment and treatment services.

Very young foster children typically have been seriously abused and/or neglected by their parents. They have been removed from their homes and placed in a new home, with individuals they may or may not know, during a critical period of typically incredible growth and development in the human life cycle. They often are disproportionately developmentally delayed and also have greater emotional and cognitive problems than children generally. Such difficulties may relate to the abuse and/or neglect, attachment and loss issues arising from removal and

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placement in a new home, as well as biological factors and environmental conditions present in the child's life generally. In sum, very young foster children typically have multiple needs, some of which (such as the relationship between them and their parents which led to the abuse and/or neglect in the first place) are very complex.

Children come to the attention of the child welfare system through a reporting system whereby individuals concerned about a child's safety and well-being call the DSS/OCS to report their concerns. If the report contains sufficient evidence of potential abuse or neglect, an investigation is initiated. Recent federal Child Abuse Prevention and Treatment Act amendments and related state legislation have expanded the expected intervention purview of DSS/OCS to include substance affected infants. State law mandating the reporting of infants exposed to controlled dangerous substances was amended in 2007 to add children exposed to severe and chronic alcohol exposure. These infants and their families often have mental health needs as well.

**Methods to Measure/Outcomes Data:** The Infant Team was profiled by Child Welfare League of America as an emerging practice in 2003 based on research completed in 2001. Research regarding longer term salutary effects of infant team intervention is continuing. The Child Behavior Study, initiated in 2000, compared the developmental outcomes of maltreated young children served by the infant team to non-maltreated children matched on age, race, and gender. Some key findings include the group of children who received infant team services and the comparison group of non-maltreated children had behavioral scores that averaged within the normal range, with the non-maltreated group functioning only marginally better than the maltreated children in the infant team group. The research also found that children who are adopted are faring better overall than children returned home or placed with other family members. An enriching home environment (e.g. having learning materials in the home, family activities, child encouraged to perform certain self-care routines, chores, etc.) appeared to be a significant mediating factor in enhancing the maltreated children's functioning.

**Activities Planned for FY 2009:** DSS actively participates on the Brightstart Advisory Committee and the Children's Cabinet and Children's Cabinet Advisory Board. State policy has been put in place for referring children under age 3 validated (substantiated) as being abused or neglected to the Early Steps program. The Early Steps Program was transferred to the Office of Citizens with Developmental Disabilities (OCDD) effective July 1, 2007. DSS/OCS is working with OCDD to develop a Memorandum of Understanding specific to the working relationship between OCS and OCDD in serving young victims of abuse and neglect eligible for the Early Steps Program.

Pursuant to support from Brightstart and the Office of Public Health, Maternal and Child Health Division, ten (10) OCS staff were invited to participate in a 6 day training on infant mental health assessment and treatment in Spring 2008. The training was very relevant and well received by staff and is expected to be offered to additional OCS staff in the Fall, 2008.

Through a contract with Tulane University, specialized training in infant mental health has recently been completed with OCS staff in Lafayette, St. Martin, and St. Mary Parishes. The training is the first step in implementing an infant mental health consultation and evaluation program for foster care workers and supervisors in the three parishes. The consultation model to be implemented over the next 3 years consists of two types of augmented services to foster care

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workers and supervisors. One group of workers will have access to warm line which they can call to consult about any cases involving young children. The second group will be assigned a clinical consultant with whom they will meet via video or telephone on a weekly basis. All consultations are intended to provide a means of translating state of the art knowledge in infant mental health to workers as they work with families. The effectiveness of the consultations in addressing children's needs, supporting foster parents in effective care giving, and increasing competencies and resiliencies of workers and supervisors will be carefully evaluated during the 3 year period.

**Healthy Marriage Program Description:** Programs to Strengthen Marriage: The Louisiana Healthy Marriage "Knapsack Project" was a three year demonstration grant targeting the national "Healthy Marriage" initiative. The Knapsack Project sought to enhance and stabilize the environment in which children live by training their caregivers in skills that enhance their relationship. The project works from the premise that with improved communication, understanding and negotiation, caregiver stress may be reduced and mutual support may be increased, thereby reducing the risk of child maltreatment. The project has enjoyed tremendous success both statewide and nationally. (PSS)

**Update on Specific Accomplishments/Progress in SFY 2007 - 2008** Funding for these initiatives ended on September 30, 2006, however the Family Resource Centers have incorporated this service into their service array and provide relationship training to families in need.

**Methods to Measure/Outcome Data:** The agency does not evaluate this program as it is a service provided by the Family Resource Centers.

**Activities Completed in SFY 2007-2008:** Prep and Knapsack are on the standard menu of services offered by the family resource centers. All centers have staff trained in both programs. Services will continue to be available until centers experience staff turnover and no longer have trained staff to provide the services. OCS staff may continue to refer families for these services, although specific funding is no longer available for continued training and supplies.

**Resource Center Program Description:** Family resource centers provide services such as respite, supervised family visitation, information and referral, advocacy, parenting classes, psychotherapy, support groups and training to families served by OCS. There are 12 contracted resource center providers operating statewide through multi-year contracts. OCS monitored contracts and provided assistance to resource center providers/contractors through regional liaisons, state office staff. Monthly monitoring reports were also completed for each provider.

Regional liaisons review, process, approve, and sign invoices, assist in addressing budget matters, facilitate regular meetings between OCS local staff and family resource center staff, discuss pertinent OCS policy with family resource center staff, invite family resource center staff to some OCS training and meetings, address issues identified by family resource center staff and/or OCS staff. (PSS, CI, TLR & APSS)

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**Update on Specific Accomplishments/Progress in 2006 - 2007:** Services are being provided to address the four targeted areas of PSSF funding. Family Services and foster care cases are the primary referrals and recipients of services. The most frequently cited reason for referral is maintenance of placement. Foster parents and adoptive parents' utilization of the services vary from region to region. The majority of these parents make use of the respite services but most often do not avail themselves to other services offered by the center. There are some parishes in each region that make few referrals of any nature to the centers. The majority of the families referred are served within the month of referral. A few centers have waiting lists from time to time. The reports also indicate that the most frequently provided services are mentoring (consists of one to one coaching with parents, children and entire family, teaching and modeling essential skills for improved family functioning), parenting classes, respite, information, referral and advocacy, and resource library. Numerous PSSF services are offered via resource centers. In addition to those mentioned above, services also include child care, educational services, family visits, financial assistance, marriage / relationship education, legal service, psychotherapy, support groups, telephone support, transportation and training on various topics. (PSS, CI, TLR & APSS)

During this planning cycle, the agency monitored the implementation of policies and procedures on referrals to resource centers as well as the use of the resource centers. The goal was to increase the community-based continuum of family support and family preservation services available/provided to children and families. Policies and procedures for referrals have always been in place and monitored by the Regional Program Specialists. The Monthly Monitoring Report Form revised in August 2005 included a section for centers to indicate the number of referrals received from each parish in its region. Regional Program Specialists have monitored these numbers and discussed them with regional management and local office as applicable. The numbers vary from month to month and region to region, but overall it is believed that the families who needed the services offered by the centers received the services. Most centers functioned at or near capacity in caseloads. Family resource centers staff reported carrying between 15 and 25 cases per month.

Transportation has been an ongoing issue for families accessing services through the resource centers. During the 2006-2007 SFY the agency allocated additional Social Services Block Grant Supplemental Funds to Family Resource Centers so they could provide additional transportation services. Four thousand dollars (\$4,000.00) was made available to each center to assist families with transportation to access services. The process to amend the contract to include these funds began December 1, 2006. The majority of the contract amendments were approved in late April 2007. Centers used the funds to assist clients with transportation by having their staff provide transportation, by paying for public transportation, or by paying friends and relatives. It is unknown how many additional clients were served but the funds helped to assure consistency in accessing services by clients referred, especially those attending the multiple sessions Nurturing Parenting Program. Funding to continue enhanced transportation support was not secured beyond this one-time allocation. Additionally, NRCs worked in consultation with the agency to provide more qualified legal representation for children and/or parents involved with the agency.

**Methods to Measure/Outcome Data:** The agency continues to track referrals through the DSS in-house web-based system that has been operable since March 16, 2006. The DSS system has not functioned properly since implemented. This has been brought to the attention of OCS

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executive management as well as DSS IT management. The primary instrument to evaluate outcome is the Family Assessment Form. As of this date, the form has not been properly installed on the site to allow centers staff to enter the data. Also, the pre-test data entered on cases in the old data system has not yet been converted in this system. DSS IT staff have worked to correct the FRC data base problems and begun User Acceptance Testing preliminary to integrating the old and new data. The testing and integration is scheduled to be completed by June 2008. Once the data integration is completed, database enhancements will begin, including development of reporting capacity.

Data is gathered from the resource center database and from annual assessment reports submitted by the resource centers is provided in the charts below. Statistics obtained from the resource centers indicate that the resource centers served at total of 7,166 individuals from October 1, 2006 through September 30, 2007. Reporting methods have been modified over the last three years, resulting in some inconsistencies in the count of unduplicated individuals served. While efforts have been taken to generate reports of unduplicated individuals served, there may still be some duplication in the reported statistics. For example, in some instances a child may be counted among the foster children served in the home of a foster parent for respite or placement stabilization services and may also be counted as part of the biological family that is receiving reunification services. All centers except VOA-BR provide services to all families (biological, foster, and adoptive) referred.

Child Welfare Family Resource Centers	Region	SFY 04 – 05 Clients Served (7/1/04- 4/1/05)	SFY 05 - 06 Clients Served (4/1/05- 3/31/06)	FFY 06 - 07 Clients Served (10/1/06- 9/30/07)	Total Clients Served (04-05, 05-06, and 06-07)
VOA – Greater New Orleans	Orleans	59	321	583	963
VOA – Greater Baton Rouge	Baton Rouge	313	434	415	1,162
Southeastern Louisiana University (Discovery)	Baton Rouge	400	1,052	409	1,861
Bayou Land Families Helping Families (Contract terminated 8/31/05)	Thibodaux	243	223	0	466
Kingsley House	Thibodaux	133	104	149	386
Nicholls State University Dept. of Family & Consumer Science	Thibodaux	160	158	219	537
The Extra Mile, Inc.	Lafayette	120	623	1,243	1,986
Beauregard Community Action Association (Evolving Circles) (Contract terminated 8/31/05)	Lake Charles	211	105	0	316
Educational & Treatment Council	Lake Charles	64	1,126	259	1,449
VOA – North Louisiana	Alexandria	199	284	232	715
Community Support Programs	Shreveport	285	163	1,515	1,963
Project Celebration	Shreveport	184	202	482	868
ULM – Family Matters	Monroe	592	1,894	1,006	3,492
New Horizons Youth Service Bureau (Positive Steps)	Covington	127	205	654	986
Family Services of Greater New Orleans	Jefferson	11	10	0	21
<b>TOTALS</b>		<b>3,101</b>	<b>6,904</b>	<b>7,166</b>	<b>17,171</b>

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**17. Child Abuse and Prevention Treatment Act (CAPTA)**

Under the 1996 amendments to the Child Abuse and Treatment Act Amendments, the State is required to adopt and implement certain legal and administrative procedures designated to protect children from abuse. This section profiles services provided and lists updates and accomplishments in OCS' administration of initiatives to prevent, identify and treat child abuse and neglect situations. The agency did not undergo any substantive law changes that would affect eligibility for CAPTA funds. The estimated total number of families expected to be served under the CAPTA state grant for FFY 2009 is 8,534.

**Critical Incident Stress Management:**

**Service Description:** The Office of Community Services (OCS) Critical Incident Stress Management (CISM) team has as its paramount concern the development, implementation and administration of a system of interventions designed to prevent and mitigate debilitating stress. Members of the CISM team are selected through an application process that involves an interview and reference component.

**Services Provided:** The OCS CISM team provides 1) Pre-crisis Preparation - stress prevention education to help staff improve coping and stress management skills, 2) Crisis Management Briefing/Staff Consultation - stress management intervention used to inform and consult and allow psychological decompression, 3) Defusing – small group intervention provided within a short time frame after a traumatic event to reduce the level of harm to the people exposed to it, 4) Critical Incident Stress Debriefing – small group intervention which uses crisis intervention and educational processes to reduce psychological distress associated with a critical incident and 5) Individual Crisis Intervention – used when only one to three persons are affected by the traumatic incident with a goal to assist the individual in reestablishing pre-incident level of functioning.

**Population Served:** OCS CISM provides stress prevention education statewide to staff experiencing critical incidents, either directly or indirectly.

**Goals and Objectives:** The goal of the OCS CISM team is to provide stress prevention education to respond to staff experiencing critical incidents in a timely manner utilizing the most appropriate intervention that will assist staff in returning to their normal level of functioning.

**Updates on Specific Accomplishments/Progress in 2007-2008 SFY** - The Critical Incident Stress Management (CISM) team is fully operational. From May 2007 through April 2008 there were a total of nine interventions conducted. The reasons for the interventions ranged from four fatalities within two weeks within one particular region, debriefing from previous fatalities in region, murder of two people, suicide of two parents and children in foster care, death of foster child after return home, sudden death of worker while in the field transporting foster child, staff killed in car accident after recently having baby, foster child drowning in area lake and suicide of parent after removal of child and family blaming OCS staff.

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**Methods to Measure/Outcome Measures:** A log of the services provided by OCS CISM team is updated regularly which lists a date of referral, region summary of the event, reasons for services provided and interventions.

**Activities planned for FY 2009:** The agency will continue to provide pre-crisis preparation, crisis management, defusing, critical incident stress debriefing and individual crisis intervention CISM services for the 2008-2009 SFY. The CISM team holds an average of two meetings per year, usually in the spring and fall. There is also a peer support training scheduled in September 2008 with Terry Blias. The training will focus on enhancing members one-on-one intervention skills. The CISM team expects to provide 22 interventions for FFY 2009.

**Prevent Child Abuse Louisiana (PCAL)**

The agency works with PCAL on a number of different initiatives. They include the Nurturing Parent Program, Safe Haven, the annual “Kids are Worth It” Conference on Child Abuse and Neglect, media campaigns and community education.

**Nurturing Parent Program**

**Service Description:** Nurturing the Families of Louisiana (NFL) is a family based parenting program with a proven record of preventing and treating child abuse and neglect. It is a 16 week parenting program that both parents and children attend simultaneously so they can learn similar skills. Nurturing Parent groups are offered by the Family Resource Centers (FRC) located in every region of the State. (This service relates to an area needing improvement as identified in Item 2a in Louisiana’s PIP).

**Services Provided:** The Nurturing Parent Program provides 16 weeks for 2 ½ hours per session. Parents and children attend different groups for two hours with 30 minutes of family nurturing time between the first and second hour. Each group is followed by a weekly home visit to work one-on-one with the parent to assure the parent is able to demonstrate what they have learned. Parent groups consist of discussion, role-play, lecture, skill building, nurturing activities, and the assignment of home practice exercises. Children’s group activities consist of age-appropriate activities including role-play, music, arts, puppets, reading, infant massage and modeling of parents.

**Population Served:** This statewide program serves parents with children ages birth to five that have parenting determined as a need in their service/case plan. A family can consist of single parent, two parents, step-parent or paramours. The families referred should be at risk of child abuse/neglect or have experienced child abuse/neglect. The families should be intact or reunification families. Families should not be actively using substances or in recovery.

**Goals and Objectives:** To help both parents and children increase their self-esteem and develop positive self concepts and to break the generational cycle of child maltreatment and family dysfunction.

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**Update on Specific Accomplishments/Progress in SFY 2007 – 2008:** In August 2006, Dr. Bavolek conducted a two-day facilitator training for Family Resource Center staff that covered the content of all sixteen sessions and included presentations from each Resource Center on how they were implementing certain sessions in their centers. All Family Resource Centers were represented. In March 2007, Dr. Bavolek returned to Louisiana to train OCS staff from all nine regions on the philosophy of the Nurturing Parenting Program and what to expect when referring a client to the program. The training sessions were provided in three geographically diverse areas of the State. At two of the trainings, parents who were either currently in the program or had completed it, spoke about what they learned and how they benefited from the program. Although OCS did not have any structured facilitator trainings, Dr. Bavolek was available to facilitators at the resource centers via phone and email on an as needed basis throughout the year. In an effort to get a clear picture of how the Nurturing Parenting program was being implemented throughout the State, staff along with the agency's partner from PCAL went to all of the Family Resource Centers to highlight good practice and address areas that needed improvement. OCS is posting all of the positive highlights on PCAL's message board for all resource centers to view and is focusing training in areas that need improvement.

The agency originally planned to have two staff members in each region trained in the nurturing parent program, however the agency developed Regional Prevention Specialists in each region to serve as a liaison between the Family Resource Centers and OCS staff to ensure that staff are knowledgeable about the program.

A contract was finalized with Dr. Bavolek to come to six of the resource centers with the greatest need. He helped their staff members to identify ways to engage clients in the nurturing parent process and to improve their understanding of the AAPI (Adult/Adolescent Parenting Inventory). Dr. Bavolek assisted staff in utilizing the AAPI to work with clients by teaching them how to use the AAPI to meet individually with their clients to set goals for improvement in the parenting program as well as other areas.

The agency purchased 300 Nurturing Parenting Easy Reader Handbooks for OCS workers and Family Resource Center staff members. Sixteen CDs that has a 10 session community based parenting education series were purchased and distributed to all PCAL offices and in every regional OCS office.

The Nurturing Parent Program served 642 adults (which include parents/stepparents and/or paramours), 501 families and 588 children during SFY 2007 – 2008.

**Methods to Measure & Outcome Data:**

PCAL contracted with OCS to help with the quality assurance piece and to assist OCS in data collection. Until recently, each resource center was submitting their group's information in different formats, causing some confusion as to whether people completed the group or had in-home sessions. Initially OCS began trying to capture this data in a word document, however with such varied data, it was too difficult to achieve. In site visits to all of the resource centers, anecdotal information was gathered on all of the groups conducted thus far, and Family Resource Centers have been asked to use a new attendance sheet to capture consistent data from each center in their future groups. With this new format, the agency will be able to capture the number of adults, children and families that completed the program, the dates of attendance, whether or not a home

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visit has occurred after each session, and whether they have successfully completed the program. It will also be able to provide the end date of a group so the agency can begin to look at repeat maltreatment rates at 6 month intervals following the group's termination to help determine effectiveness.

OCS created a database to capture all of this information, the failure reason if a person drops out and the pre and post test scores of those who complete the program. Some data has been entered into the database, however it was determined that it was not collecting all of the information needed. The agency is in the process of modifying the database to ensure it collects all of the information needed to support the initial and on-going evaluation. Therefore, no data has been entered into the database.

Currently, the agency maintains reports received from the Family Resource Centers. They have provided attendance logs, completion documentation, etc.

Dr. Bavolek provided results of his analysis of pre- and post-test scores of parents who completed the Nurturing Parenting Program. His analysis indicates significant improvement in the parenting attitudes of those who complete the program. The analysis of pre- and post-test scores provides information about improvement in parenting attitudes. Additional analysis is needed to evaluate improvement in parenting behavior. During 2007 an analysis of a 16 -week nurturing parenting group was initiated through the Covington Region Family Resource Center. This analysis served as a prototype for developing a comprehensive evaluation of the nurturing parenting program in Louisiana.

**Activities Planned for FY 2009:** The Casey Family Program pledged \$20,000 to do a full evaluation of the nurturing parent program. This will be used to obtain a data entry position in order to maintain the data received in the evaluations. This contract is in the process of being finalized and the goal is to have an evaluation report available by December 2008. This evaluation report will be used to determine if there are any adjustments that need to be made to the program. Additionally, the Nurturing Parent Program expects to serve 520 families for FFY 2009.

### **Safe Haven**

**Service Description:** Louisiana Children's Code Title XI, Chapter 13, Safe Haven Relinquishments, Articles 1149-1160 permit a parent to safely and anonymously relinquish the care of his or her newborn infant to the State without fear of prosecution when the circumstances meet the criteria of "safe haven relinquishment". The infant must be less than (30) days old with no signs of abuse or neglect and left in the care of an employee at a designated emergency care facility without a statement or an intention that someone will return for the child. A designated emergency facility is defined in the law as any hospital licensed in the State of Louisiana, public health unit, emergency medical service provider, medical clinic, fire station, police station, pregnancy crisis facility, or child advocacy center. If the infant is left unattended, for instance on a doorstep or in a bathroom, the abandonment criteria for safe haven relinquishment would not apply and an appropriate abuse/neglect investigation process would be initiated.

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**Population Served:** Infants less than thirty (30) days old who meet the criteria for “safe haven relinquishment” as stated in Title XI of the Louisiana Children’s Code.

**Goals and Objectives:** The goal is to promote awareness of safe haven legislation and prevent infant deaths as a result of an abandonment or homicide by providing a means by which an infant may be left in safe circumstances and the parent may anonymously abandon their responsibility for the infant with criminal consequences.

**Services Provided:** OCS continues to promote the awareness of the Safe Haven Legislation.

**Methods to Measure and Outcomes Data:** The agency tracks safe haven statistics via a computerized tracking system. The system keeps account of the yearly total of fatalities and live births (abandoned and relinquished). Of that total it is determined which meets Safe Haven Legislation. For the 2007-2008 SFY there were two safe haven relinquishments that met Safe Haven Legislation.

**Updates for 2007-2008 SFY:** In order to promote continued awareness of Safe Haven Legislation after discontinuing out contract with PCAL, the agency has updated its website to include an information link regarding Safe Haven relinquishments called “Safe Baby Site”. The site is user friendly and includes frequently asked questions regarding safe haven. Other features of the site is inclusion of emergency 24 hour hotline numbers of OCS Parish Offices and the option of printable posters and safe haven cards that can be provided to the community.

**Activities Planned for FY 2009:** The agency will continue to promote awareness of Safe Haven Legislation.

### **PCAL’s Annual “Kids Are Worth It” Conference**

OCS was on the planning committee for PCAL’s annual “Kids Are Worth It!” Conference on Child Abuse and Neglect that was held in Baton Rouge on February 27-29, 2008. The theme of the conference was Protecting Our Children – Strengthening Our Families. The conference is held annually and offers various training workshops regarding child abuse and neglect. New to the conference this year was tracks for to specific professional development. The topics cater to various disciplines in the child welfare arena. A total of 48 OCS staff attended the conference. The conference for the 2008-2009 SFY is scheduled March 4-6, 2009. OCS remains on the planning committee.

The Child Abuse/Prevention Council continues to meet monthly. The council consists of some key leaders/businesses to coordinate child abuse prevention information efforts between OCS, PCAL and the Children’s Trust Fund. Efforts are underway to increase participation in the council.

### **Media Campaigns/Community Education**

The agency continues to provide information to communities statewide by distributing brochures. The various OCS regions throughout the State partner with PCAL to conduct events during Child Abuse Prevention month in April. Instead of the historical blue ribbon campaign,

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the agency participated in a new project to encourage community awareness by planting pinwheels throughout the State of Louisiana. Paper versions of the pinwheels were purchased and displayed in offices, until the pinwheels were delivered and planted around the state. Contributions to the “pinwheels for prevention” totaled approximately \$3700.

The OCS prevention website includes child abuse prevention tips and an announcement regarding Child Abuse Prevention month. Each year the agency prints and distributes hundreds of its brochures on “Mandated Reporters of Child Abuse or Neglect” and “Understanding Child Protection in Louisiana.” The public, including school children working on school projects, frequently ask the agency for these materials. These brochures are used by the school system during teacher orientation at the beginning of each school year. Also, staff across the State distributes them as they make presentations to community organizations. These materials are also distributed at state and national conferences such as the Prevent Child Abuse Louisiana (PCAL) Conference.

**Family Advocacy, Care and Education Services (FACES)**

**Service Description:** The Family Advocacy, Care and Education Services (FACES) program provides intensive case management to a caseload of HIV-positive mothers whose children are at risk of involvement with child protective services. The program assists families with infants and children who are at risk of abandonment due to maternal HIV/AIDS, developmental delays, poor parenting skill and/or substance abuse. All families are provided with core services in an effort to secure the family unit and prevent abandonment of minor children or required interventions from the OCS.

**Services Provided:** FACES include 1) intensive case management services for a maximum of 25 families with infants and young children at risk of abandonment due to parents’ HIV status or substance use, 2) one-on-one parenting to support HIV-positive women who are first time mothers, 3) one-on-one support for HIV-mothers to enhance their abilities to recognize and react appropriately to the following: developmental milestones; indicators of medical follow-up; immunization schedules; and proper dietary/nutritional support for newborns/infants and 4) determine the impact of HIV, developmental delays, age, and/or substance use on child placement/child protection services involvement through monitoring of medical outcomes, family stability/residents patterns, incarceration rates, and use of support services.

**Population Served:** High-risk families that include HIV exposed infants with developmental delays, HIV-infected mothers who have prior involvement with OCS or whose child(ren) age five or younger has been deemed “in need of care”, HIV-infected pregnant women or mothers age 19 or younger, HIV-infected women or post-partum women who have developmental delays and HIV-infected women who have HIV-infected children. Families served are in the New Orleans area.

**Goals and Objectives:** The goal of the FACES program is to prevent HIV-positive clients with children of becoming involved with OCS child protective services.

**Updates on Specific Accomplishments/Progress in 2007-2008 SFY:** The FACES program is fully operational and has been servicing OCS clients since January 2007 as the program had not

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been operational since Hurricane Katrina. The combined efforts of the case managers at the facility FACES staff tend to benefit and assist the families and at risk infants and children served.

**Methods to Measure/Outcome Measures:** FACES submits quarterly reports that show the number of clients served and the services offered. It is a prevention program that works intensely with HIV affected clients with children to prevent them from coming into OCS custody. The FACES program has served 36 families during the 2007-2008 SFY which includes 6 HIV exposed children and 7 HIV infected children.

**Activities Planned for FY 2009:** FACES will continue to provide case management services to HIV- positive mothers whose children are at risk of involvement with child protective services. The agency will continue to receive quarterly reports from the provider and conduct a site visit. The FACES program expects to serve 25 families during FFY 2009.

### **Family Group Decision Making (FGDM)**

**Service Description:** The FGDM process engages extended family and other persons closely connected to the family in assuring safety, permanency, and well being of foster children in placement, independent living and/or upon return home. (This service relates to an area needing improvement as identified in Item 2a, Item 8 and Item 18 in Louisiana's PIP).

**Population served:** Active cases in the Child Protection Investigations, Family Services, or Foster Care program in which the family can benefit from engaging extended family and community members in safeguarding its child(ren).

**Goals and Objectives:** To involve family, including extended family and community members, in the planning for the safety and stability of children.

**Services Provided:** This unique practice invites family, its extended family and community to come together and plan for the welfare of the children.

**Update on Specific Accomplishments/Progress in 2007-2008:** Training for staff and providers was contracted through El Paso Human Services by OCS. The last training was held in November 2007 for the Monroe Region.

FGDM ended in Baton Rouge, Lafayette and Shreveport in March 2008. The Monroe Region contract will end in November 2008.

**Methods to Measure/Outcomes Measures:** The agency has implemented a database that incorporates information regarding the FGDM process where the information is quantified and feedback is obtained from participants on the effectiveness of the program. The following information was obtained during the contract year for the regions that offered the services:

- 1) Baton Rouge - 18 Conferences
- 2) Lafayette - 6 Conferences

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- 3) Shreveport - 1 Conference
- 4) Monroe - None Reported

**Activities planned for FY 2009:** The agency has decided not to renew the FGDM contracts because they were not cost effective. Therefore, data regarding projection for FFY 2009 could not be obtained.

### **Early Intervention Services**

**Service Description:** When a child under age three (3) has been abused or neglected, the family must be referred to the early intervention program for cases with a valid or substantiated final finding, unless the child is already participating in such program. The early intervention services available on a statewide basis are provided by Early Steps. Early Steps is administered by the Department of Health and Hospitals through local providers called System Point of Entry (SPOE).

**Services Provided:** Once the child is referred to the SPOE, the child will be assessed to determine if there is a developmental delay in one or more of the domains covered by the Early Steps Program. The domains include: physical (vision and hearing), cognitive, social or emotional, communication and adaptive. Once the assessment is completed and the child is determined to be eligible for services, the SPOE is responsible for developing an Individual Family Service Plan (IFSP) and coordinating the services for the child and family. These may include services in the areas of health, nutrition, vision, occupational therapy, physical therapy, speech language therapy, social work, family training, counseling, home visits and transportation.

**Population Served:** Children from birth to three years of age who have been abused or neglected, have a known or suspected developmental delay, have a medical condition which can result in a developmental delay, or a disability and are not already participating in a DHH early intervention program. Case circumstances with non-abuse/neglect, low birth weight, premature birth, exposure to domestic violence, family break-up, prenatal exposure to drugs or alcohol, and/or risk factors are some circumstances which place a child at risk of developmental delay can also be referred with parent/caretaker consent. Referral procedures are implemented statewide.

**Goals and Objectives:** The goal of Early Intervention Services is to provide services to children in circumstances that place him/her at risk for a developmental delay and to assess for needed intervention services prior to age three (3).

**Update on Specific Accomplishments in SFY 2007-2008:** While the agency requires that all children under the age of three (3) be referred to early intervention services, the agency does not track the number of children referred and therefore cannot provide outcome data. The agency received reports involving 2,352 children under the age of three during SFY 2007 – 2008.

**Activities Planned for FY 2009:** As per OCS Child Protection Investigation Policy 4-800 (2) the agency will continue to refer children under age three to early intervention services. The

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agency expects to receive 2,580 referrals for Early Intervention Services for FFY 2009. which is an estimate of approximately 10% more reports involving said children.

**Criminal Record Clearances/Assurance**

**Service Description:** Foster/adoptive home applicants and all necessary household members complete the fingerprinting process to obtain criminal record clearances through the Louisiana State Police (LSP) and the Federal Bureau of Investigations (FBI). Section 9-210 of OCS Home Development policy requires that a criminal record clearance on foster and adoptive home applicants and all other members of the household 18 years of age or older shall be conducted prior to certifying a family to foster or adopt in accordance with R.S. 46:51.2 C.

The preceding policy description fully complies with the Child Abuse Prevention Treatment Act (CAPTA) Grant requirement. CAPTA is Public Law 108-36, and among other provisions, Section 106(b)(2)(A)(xxii) requires provisions and procedures for requiring criminal background checks for prospective foster and adoptive parents and other adult relatives and non-relatives residing in the household.

**Population Served:** Prospective foster/adoptive applicants and all household members 18 years or older; non-certified caregivers, child placing agency staff; and private foster/adoptive applicants; and other potential caregivers.

**Goals and Objectives:** The goal is to provide a fluent system to obtain criminal record clearance on potential caregivers to determine if disqualifying convictions are a factor.

**Service Provided:** Fingerprint-based national record clearances shall be completed statewide on all potential caregivers by using the PRINTRACK Livescan equipment. Arrangements for the person(s) to have fingerprints submitted to the State Police and Federal Bureau of Investigations (FBI) via PRINTRAK are made through each OCS Regional Office. The Regional Office identifies a staff person in the region to conduct the clearances.

In some limited, case specific circumstances, the agency may not be able to: 1) obtain individual's fingerprints as a result of the individual's disability; or 2) obtain legible fingerprints due to low quality fingerprints, as a result of age, occupation or otherwise, thereby making it impossible to obtain results from national criminal information databases. In the aforementioned instances, the manual fingerprinting process is used for prospective caregivers who are incapable of coming to the office to use the PRINTRAK equipment and name clearances are requested if legible fingerprints cannot be obtained.

Additionally, foster/adoptive parents are required to notify the agency if at any time an adult moves into the foster home or when any member of the household has been involved in adult criminal behavior. In these instances, a criminal records check is conducted. If at any time there is reason to believe any foster parent or household member has been involved in adult criminal behavior since the certification and initial criminal record clearance, a criminal record clearance is completed to confirm that the home continues to meet certification requirements. This includes a minor who is a member of the household if there is reason to believe criminal behavior occurred which resulted in the minor being convicted as an adult.

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If the worker has personal knowledge of behavior that would place the foster child at risk of harm such as a newspaper report or the foster parent or household member reports criminal behavior, it may not be necessary to obtain a criminal record clearance to confirm the behavior in order for the worker to deny or revoke certification.

**Updates on Specific Accomplishments/Progress in 2007-2008 SFY:** The agency shall obtain criminal record clearances per OCS Administrative Policy 1-1000 Background Check Process in accordance with R.S. 46.51.2. PRINTRACK Livescan equipment has been distributed to each region throughout the State. The agency utilized PRINTRAK clearances 857 times for SFY 2007 – 2008.

**Activities planned for FY 2009:** The agency will continue to use PRINTRAK Livescan equipment in order to obtain necessary national record clearances. In an effort to recruit foster families and quality employees, the agency expects to use PRINTRAK 890 times during FFY 2009.

### **Consultation with Physicians**

**Service Description:** The agency continuously consulted with physicians or other appropriate medical professionals in assessing the health and well being of foster children and determining medical treatment. Annual medical examinations are required for all foster children as are dental exams for all foster children over age three. Other medical needs are addressed as they arise. Medical choice is limited to licensed physicians and facilities who participate in the Medicaid programs or providers who agree to bill and accept payment from DSS.

Ultimately the worker is responsible for 1) initiating plans for medical care 2) making direct referrals when indicated; and 3) maintaining current medical information in the child's case record. Responsibility for securing routine medical care is delegated to foster parents or other caretakers. Examinations shall be obtained according to the physician's recommendations for children up to one year.

**Population Served:** Children and youth in the OCS Foster Care Program statewide.

**Goals and Objectives:** The goal of OCS is to restore clients referred for outpatient mental health treatment to an acceptable level of functioning in the family and/or community in accordance with the case plan goal. Also to assess the health and well being of foster children and determining appropriate medical treatment.

**Services Provided:** Treatment for resolution of emotional, behavioral or psychiatric problems is available for foster children when indicated based on an assessment/diagnosis from the American Psychiatric Association's Diagnostic and Statistical Manual of Mental Disorders (DSM) by licensed mental health professionals (LCSW, LPC LMFT, Psychologist or Psychiatrist). The foster child may be referred to an approved agency when indicated. Referrals for treatment are made on the basis of medical necessity, treatment needs of the child and reduction of risk. Medical necessity refers to those services required to identify and/or treat a client's psychiatric/behavioral disorder. The goal of OCS is to restore clients referred for outpatient mental health treatment to an acceptable level of functioning in the family and/or community in

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accordance with the case plan goal. All treatment provided to OCS clients, is to be addressed in the case plan for the family and child.

Recommendations by medical professionals in assessing the well being of foster children are often times essential to the development of a case plan to work with the child and the family. In some cases, it is used to assess the progress of the case plan or prepare for court involvement. All treatment provided to OCS clients, is to be addressed in the case plan for the family and child.

**Updates on Specific Accomplishments/Progress in 2007-2008:** The agency continuously utilized medical professionals in assessing the health and well being of foster children and in determining appropriate medical or mental health treatment. The agency consulted with physicians on the 3,488 children in the Foster Care program.

**Methods to Measure/Outcome Measures:** The case compliance Quality Assurance (QA) – 1 randomly evaluates whether the child is seen by a medical provider in accordance with agency policy. The agency selects 25% of the cases that are due for Family Team Conferences using the aforementioned. When asked “Was the child’s initial physical exam completed according to policy for new cases?” the compliance factor was 65.8%. When asked “If the child was due an annual physical exam, was it obtained?; the compliance factor was 65.8% Other medical or mental health issues are addressed when the need is recognized through consultation with the medical professional.

**Activities planned for FY 2009:** The agency will continue to utilize appropriate medical professionals in order to assess the health and well being of foster children to determine the appropriate medical and mental health treatment. The agency is experiencing a decline in foster care entries and therefore expects the consultations with physicians to decrease by 2% to approximately 3,400.

### **Substance Exposed Infants**

In response to the federal Child Abuse Prevention and Treatment Act 338 of the 2005 Louisiana Legislature revised Children’s Code, Article 603 (14) definition of neglect to include reports from health care providers involved in deliveries or care of newborns identified as affected by illegal use of controlled dangerous substances or withdrawal symptoms resulting from prenatal illegal drug exposure when the report is made within 30 days of birth. OCS began accepting reports by prenatal illegal drug exposure or experiencing withdrawal for investigations of child neglect beginning March 1, 2006. Act 396 of the 2007 Louisiana Legislative session revised the Children’s Code definition of prenatal neglect. The definition of prenatal drug exposure was revised and the “chronic or severe use of alcohol” was added to the definition.

**Population Served:** Newborns under the age of 30 days identified by a health care provider or practitioner involved in the delivery or care of the newborn as adversely affected by prenatal exposure to the illegal use of a controlled dangerous substance or chronic or severe use of alcohol, or as having experienced withdrawal symptoms from prenatal illegal drug exposure caused by the parent.

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**Goals and Objectives:** Develop a plan of safe care as required by law.

**Services Provided:** This statewide process consists of assessing the safety of the children in the home. Whenever there are supports to the mother and/or treatment services available, the newborn may be discharged to his mother's care with a plan that includes necessary services and careful monitoring of the child's safety. Services such as home health, Family Services, Intensive Home Based Services (where available), substance abuse treatment and assistance from a spouse/partner or family member with parenting may provide sufficient safety for the newborn to remain with his family. When the safety assessment decision is safe or unsafe, but with an in home safety plan that appears sufficient to reasonably assure the safety of the newborn, the requirement for a plan of safe care is met and out of home placement is not required. Medical services to meet the child's needs are determined by the child's physician. The newborn must be referred to an early intervention program. When the safety decisions is that the newborn is unsafe, staff are expected to seek court action to assure the child's safety. If service needs are identified, the worker is expected to refer the family to community and/or DSS services that may be available to meet the child's needs. Families should also be referred for emergency services with the OCS Family Services Program or Family Resource Centers as needed.

**Updates on Specific Accomplishments/Progress in SFY 2007-2008:**

Act 396 of the 2007 Louisiana Legislative session revised the definition of prenatal drug exposure to include chronic or severe use of alcohol. The definition is as follows: "Prenatal neglect" means exposure to chronic or severe use of alcohol or the unlawful use of any controlled dangerous substance, as defined by R.S. 40:961 et seq., or in a manner not lawfully prescribed, which results in symptoms of withdrawal in the newborn or the presence of a controlled substance or a metabolic thereof in his body, blood, urine, or meconium that is not the result of medical treatment, or observable and harmful effects in his physical appearance or functioning. "Newborn" means a child who is not more than thirty days old, as determined within a reasonable degree of medical certainty by an examining physician.

The revision of Act 396 narrowed the age of the child for a report of prenatal neglect from an infant (one year) to a newborn (up to 30 days). When the child was exposed to drugs or alcohol in utero and they are over 30 days of age, the current condition and care of the child must meet the definition of child/abuse neglect.

Act 396 made changes to the Drug Affected Newborn report acceptance criteria. In addition to illegal drugs, if the mother used prescription drugs in a manner not lawfully prescribed while pregnant and the newborn was affected, the report meets the criteria for a report of prenatal drug exposure.

In addition, as a result of Act 396, a newborn with observable and harmful effects in his appearance or functioning (due to drug exposure), is accepted as a report of prenatal neglect, even if there was not a positive blood, urine, or meconium test.

The Appendix 4-F Report Categorization was revised to include the risk level to drug exposed newborns.

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Brochures are provided to community and mandated reporters to assist in identifying situations that need to be brought to the agency's attention and to educate them on the agency's efforts. These brochures have been updated to include information regarding Act 396.

A half day training titled Alcohol/Drug Affected Newborns is in the process of being developed by the training unit in collaboration with the CPI Section. This training will cover the effects of alcohol/drugs on newborns, legislative and policy changes, and interventions.

There were 768 drug exposed newborns reported statewide in 2007.

**Methods to Measure/Outcome Measures:** While codes were added in TIPS and ACCESS to track referrals for substance exposed infants, the Agency has been encountering problems with the data in the ACCESS system. A reliable method to track substance exposed infants referrals does not exist. Information Technology is currently working with the Child Protection Investigations Section on implementing a solution and developing an appropriate tracking system.

**Activities planned for FY 2009:** Effective June 2008, the agency implemented policy for substance exposed infants and elements of a report of child abuse or neglect that will be effective June 2008. The definition in Appendix 4-B, Definitions of Allegations, will be revised to include drug/alcohol exposure as a result of breastfeeding. The agency will continue to accept reports regarding prenatal illegal drug exposure or infants experiencing withdrawal for investigations of child neglect in an effort to determine a plan of safe care. OCS staff will be trained on the effects of alcohol/drugs on newborns, legislative and policy changes, and interventions to include developing a plan of safe care for the infant. This training will also be presented at the Foster Parent Conference in Shreveport, Louisiana in September 2008. the agency expects the reports regarding substance exposed infants to increase by 35% over the next year which brings the estimated reports for FFY 2009 to 1,037.

**Conferences attended by staff in SFY 2007-2008:**

In 2007 – 2008, staff attended or planned to attend the following major conferences and meetings:

- The Domestic Violence Coalition conference was held September 4-6, 2007 in Baton Rouge, Louisiana. The Louisiana Coalition against domestic violence celebrated 25 years of service to their mission and purpose of ending domestic violence. This conference provided an opportunity to network, heighten our awareness about the impact of domestic violence, and helped us to strengthen our skills in supporting survivors of domestic violence. This was the first conference since 2005 as the conference had to be postponed due to Hurricane Katrina. Forty five (45) OCS staff members attended the conference.
- The "Together We Can Conference", sponsored by OCS, the Louisiana Supreme Court - Court Improvement Program and other Louisiana sponsors, was held September 27-28, 2007 in Lafayette, Louisiana. A total of forty (40) OCS staff members attended the conference.

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The conference was telecasted statewide and included in-depth learning opportunities which address policy and practice concerns regarding abused and neglected children.

- The Children's Bureau of CAPTA state grantees has not held an annual meeting for the current SFY, however the agency participated in a teleconference on April 29, 2008. Topics included how using a limited focus when implementing practice change can lead to success. This teleconference was presented by the Office of Children's Services, Alaska Department of Health and Social Services.
- Regional staff is planning to attend the annual conference of the Louisiana Foundation against Sexual Assault. The conference was held December 5-7, 2007, in Baton Rouge, Louisiana. This training provides information and training on the victims of sexual assault. The next conference is scheduled for December 8-10, 2008.
- Family Group Decision Making (FGDM) was offered in Baton Rouge, Lafayette and Shreveport through March 2008. FGDM began in Monroe in November 2007 after receiving the necessary training through El Paso Human Services Inc. (EPHSI) and will end in November 2008. The agency has decided not to renew the FGDM contracts because they were not cost effective.

### **Citizens Review Panel (CRP)**

**Service Description:** Panels examine the policies, procedures, and where appropriate, specific cases, handled by the State and local agencies providing child protective services. In particular, the panels must evaluate 1) The State CAPTA plan and specific areas of the child protective system which are addressed therein, 2) The State's compliance with federal child protection standards and assurances set forth in the CAPTA legislation and 3) Any other criteria, which the panels consider important to ensure the protection of children, including the coordination of child protection with foster care and adoption services and the State's review process for child fatalities and near fatalities.

The federal statute indicates that the purpose of the panels is to "evaluate the extent to which the agencies (state and local) are effectively discharging their child protection responsibilities." Although the statute provides general guidelines for the panels, the functions of the CRPs are generally and broadly defined. This best suits the ability to address the issues of the local communities in which they are located. The CRP's are composed of volunteer members who are broadly representative of the community in which they operate and are experienced in the prevention and treatment of child abuse and neglect. **(THIS ITEM HAS BEEN SELECTED AS AN AREA OF IMPROVEMENT.)**

**Services Provided:** Panels meet at least every 3 months to examine policies and procedures and, where applicable, specific cases of both state and local agencies and prepare an annual report.

**Population Served:** Louisiana, in the past, has had, five (5) Citizen Review Panels located in various areas of the State. Two of the panels were parish based; Beauregard (located in the south

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eastern quadrant of the State within the Lake Charles Region) and Rapides (located in the center of the State within the Alexandria Region). The additional three (3) panels were regionally based and made up of a number of parishes. The Covington Region and Shreveport Region RPs are no longer meeting; however the Monroe panel continues to meet.

**Goals and Objectives:** The goal of the panel is to provide new opportunities for citizens to play an integral role in ensuring that states are meeting their goals of protecting children from abuse and neglect.

**Updates on Specific Accomplishments/Progress in 2007-2008 SFY:** The panels continue to struggle with membership and attendance issues. The Monroe CRP is the only panel that met during the 2007-2008 SFY. In attempts to rejuvenate and support the development of past panels and new panels, OCS is engaging the services of Dr. Blake Jones, of the University of Kentucky and the facilitator of the National Citizen Review Panel Virtual Community.

**Methods to Measure/Outcome Measurements:** The CRP's provide annual reports and the State must respond to panel's recommendations no later than six months after recommendations are submitted.

**Activities Planned for FY 2009:** The agency is in the process of restructuring the CRP and providing technical assistance on recruitment. The agency will continue to evaluate how the state and local agency adhere to their responsibility of the protection of children from abuse and/or neglect through the CRP process.

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**18. 2007 Annual Citizens Review Panel Report**

Louisiana has previously had five Citizen Review Panels (CRP) located in various areas of the State. Two of the panels were parish based; Beauregard (located in the southwestern corner of the State within the Lake Charles Region) and Rapides (located in central Louisiana within the Alexandria Region). The additional panels in Covington Region, Shreveport Region and Monroe Region were regionally based and were made up of a number of parishes. Monroe Region is the only panel that has continued functioning in SFY 2007-2008.

**Shreveport Region CRP**

Previous membership included: Nadalie Thomas, Richard Rodgers, Margaret Basco, Judi Christian, Sgt. Larry Nunnery, Jill Welsh, Charles Beckhan, James Smith, Lucy Becken, Rep. Lydia Jackson, Fayrine Gilbert, Trudie Abner, Rebecca Evans-Kelly and Representative Cedric Glover.

2007 Activities:

The panel has not met for the last two years.

**Beauregard Parish CRP**

Previous membership included: John Marcello, City Savings Bank, Ron Hebert, Beauregard Parish School Board, Don Wells, CASA, Reverend Alan Knuckles, Pleasant Hill Baptist Church, Jeanne Faciane, Robert McCullough, Beauregard Parish Sheriffs Office, Monya Gott, Kid's Company Daycare, Terri O'Hara, Beaucare, Tanya Craig, Big Brothers/Big Sisters and Lisa Guillet, Prevent Child Abuse.

2007 Activities:

The panel has not met for the last two years.

**Rapides Parish CRP**

Previous membership included: Stacy Bender, Jay Barber, Linda Bordelon, Marian Brian, Arthur Johnson, Martha Kendrick, Michael Johnson, David Sikes, Charlie Liberto, Keith McLain, Rita Jackson.

2007 Activities:

The panel has not met in SFY 2007-2008.

**Covington Region CRP**

Previous membership included: Terrie Martin, R.N., Livingston Parish Health Unit, Cindy Richard, Washington Parish School board, Sarah Kent, LCSW, Retiree/St. Helena Parish School Board, Pupil Appraisal, Reverend and Mrs. H. Gene Richard, foster parents, Hillcrest Baptist

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Church, Ila Dietrich, CASA Director, Youth Service Bureau of St. Tammany Parish, Martha Green, Panel Chair, Junior League of Greater Covington, Dawn Mabry, M.D., North Oaks Hospital and, Mr. And Mrs. Martin Klier, foster parents, Cindy Martens, Tanya Garrene, Livingston Parish Sheriff's Department, Judy Wold, SSD#1 Teacher, Don Cox, 22<sup>nd</sup> Judicial District Court, Det. Reginald Bryant, Tangipahoa Parish Sheriff's Dept., Maurice Badon, SLU School of Social Work, Ann Nevers, Patsy Ritchie, Asst. Chief Effie Clayton, Bogalusa City Police Dept., Jackie Badon, Dr. Robert Allanch, Youth Services Bureau, Pat Schexnayder, CASA and Michelle Hazelett.

2007 Activities

The Covington CRP did not meet for SFY 2007-2008.

**Monroe Region CRP**

Membership includes: Bernadine Adams, Youth House, Loria Potter, Mental Health Melody Breland, Delta ECSS, Lisa Robinson, Families Helping Families, Mike Cappel, ULM Social Work, Sylvia Rugg, O. P. Health Unit, Caroline Casio, Wellspring, Tammie Slawson, Family Justice Center, Stephanie Herrmann, PCAL, Mary Gray-Ludley, O.C.S. Liaison, Ashton Hines, CASA, Marsha Linam, O.C.S. Liaison, Peggy Kirby, La Foster Parents Association, Jackie Perkins, O.C.S. Administrator, Patty Newman, OYD

2007 Activities:

During 2007, the Monroe Region CRP met four times as a complete group on 2-14-07, 4-12-07, 7-11-07, and 10-17-07. Additional meetings were held with the panel's Grant Steering Committee and several mandatory reporter training sessions were conducted. One of the highlights for the year was a successful "kick off" and press conference held at the Monroe Civic Center on February 14, 2007 for the "Be A Hero - Report Child Abuse" campaign. This campaign was the result of the panel receiving a \$10,000 grant in 2006 from the Louisiana Children's Trust Fund. Prevent Child Abuse Louisiana served as the fiscal agent and their N.E. Louisiana Regional Director (panel member), Stephanie Herrman, served as the project leader. By the end of the grant project this past year, many presentations were held, a large billboard was placed in West Monroe, and the following items were disseminated to approximately 50 different agencies in our region: 942 Project Posters, 1884 Brochures, 51 Yard Signs, 1173 Vehicle Magnets, 2496 Buttons, and 7,845 Blue Ribbon Cards. A very special thanks goes to Stephanie Herrman for an outstanding job coordinating the grant, disseminating material, and issuing the final expenditures prior to her accepting another position in her home town in August 2007.

Another highlight was our panel having the opportunity on April 12, 2007 to meet with Marketa Garner Gautreau, Assistant Secretary, La. Department of Social Services. Assistant Secretary Gautreau and Nanette White, OCS Baton Rouge, presented information on several initiatives as well as budget and legislative issues. The panel had the privilege of presenting their 2006 Annual Report and making recommendations to Ms. Gautreau. This meeting resulted in much optimism due to the close alignment between our panel's recommendations and the goals for OCS presented by Assistant Secretary Gautreau.

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The panel strongly considered writing another Children's Trust Fund grant for 2008-2009 to target pre-natal neglect (awareness/prevention for drug/alcohol exposed newborns, etc.). The focus was to remain toward mandatory reporters and providers in the daycare and health care fields. Unfortunately, several obstacles to the completion of this goal arose, and therefore, the new grant was placed on hold. Another item addressed by the panel was the importance of recruiting new members to represent a wide variety of agencies in our region. Some success has been achieved and additional efforts are continuing to address this need.

We are especially excited to report that the following volunteers have agreed to serve as new officers for our panel in 2008:

Ms. Melody Breland, Chairperson  
Mr. Mike Cappel, Vice Chairperson

It is felt that with the continued support of Mrs. Jackie Perkins, OCS Regional Administrator, and the OCS staff of caring professionals (Cindy Murphy, Assistant Reg. Admin. and Marsha Linam, District Manger), our new officers will provide our panel with the leadership needed to address the challenges facing OCS and our community!

Recommendations:

1. We continue to support the funding and implementation of a statewide, frequently publicized, toll free telephone number or 3 digit number such as 911, 411, or 211, to report all suspected abuse. The panel recommends that this number be tracked back to the local parish office based upon where the call was originated during business hours. It may be possible for this number to also provide the public with an option for automated information about becoming a foster or adoptive parent.

**OCS Response:** The agency continues to work with the Monroe CRP in addressing this issue. A Field Liaison has been assigned to actively work with the panel in determining a course of action. Additionally, 211 has a website where up to date information can be accessed regarding the service at [www.211.org](http://www.211.org)

2. There is also a related concern regarding the present telephone listing for OCS in local phone books that causes some confusion of which number to call for many citizens. Perhaps clarification in the white pages would be made of which name/number is to be used to report suspected abuse (child protection) verses another division of services (becoming a foster parent). Another option would be to purchase a yellow pages ad to clarify which state agency/division deals with these important services.

**OCS Response:** The agency pursued this issue through the Feedback Mechanism Committee and it was determined that there would be a degree of difficulty to provide a consistent way to access OCS throughout the state due to the numerous telephone providers and phone book providers throughout the state as well as the rate at which each is published. Also, cost of publishing an ad in the yellow pages in each of these publications is also prohibitive. Therefore, the issue was tabled by the committee.

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3. The panel is concerned about foster children who reach age 18 and are dropped from the system. In today's general society, it is rare for young adults to be released from their home at age 18. Also, many of these "aged out" foster children tend to refuse additional services and appear preoccupied with the single goal of returning to the biological parent. Unfortunately, the former home environment may continue to be less than adequate. Perhaps some models of intervention could be developed to address this tendency with the foster child and parent for a period of time before reaching age 18.

**OCS Response:** The agency is making great strides in working with youth and preparing them for self sufficiency with the assistance of the Casey Foundation and the National Resource Center for Youth Development. The Ansell Casey Lifeskills Assessment assesses the various domains of life skills. The youth subsequently receive services through an Independent Living Provider that assists them in developing those areas where they are lacking the necessary skills.

4. OCS should encourage consumer input from parents, foster parents, and former foster children. Our panel is considering establishing a focus group to interview (at an outside location), a wide variety of former foster children and families in an effort to gain ideas of ways to improve the present services to our consumers.

**OCS Response:** The agency continues to seek various ways to obtain input from our customers by way of PCR focus groups geared towards foster parents, biological parents, child advocates, youth, law enforcement and children. Additionally, customer satisfaction surveys are administered in OCS offices statewide and surveys are randomly sent to customers by mail. The findings from the focus groups and surveys can be accessed via the internet at

[www.dss.state.la.us/departments/ocs/Customer\\_Satisfaction\\_Survey\\_R.html](http://www.dss.state.la.us/departments/ocs/Customer_Satisfaction_Survey_R.html)

5. The panel is also concerned about the issue of prenatal neglect/abuse. It is hopeful that OCS will continue to address this issue with funding to educate prenatal care providers and pediatricians/neonatal care specialist of the new law and any services available to address this need.

**OCS Response:** The agency is addressing pre-natal neglect/abuse on an ongoing basis. Since March 1, 2006, the agency has been accepting reports regarding prenatal neglect/abuse. Due to the CAPTA Treatment Act 338, the Louisiana Legislature Revised Children's Code added to the definition of neglect to include prenatal drug exposure. In 2007 Louisiana Legislative session revised the definition of prenatal exposure to include chronic and severe use of alcohol. The agency has added policy and procedures to address the laws surrounding prenatal drug and alcohol exposure. We are also endeavoring on ways to create awareness of the issue and provide information regarding reporting requirements.

6. Finally, the panel continues to be concerned regarding the retention of experienced professional and support staff at OCS. It appears that a large percentage of the employees have limited experience and the turnover rate is high. An expedited review of this problem including receiving input from current and former employees should be

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initiated. It is then hopeful that the available resources could target as a priority the most critical findings of the study.

**OCS Response:** The Staff Turnover and Retention (STAR) workgroup was developed in May, 2007, and identified issues impacting turnover and retention of OCS Staff. The group identified four key areas affecting turnover throughout the state which include 1) pay/incentives/recruitment, 2) support/guidance, 3) workload/caseload and 4) training. Numerous suggestions for addressing these issues were submitted to the OCS executive management team. Numerous suggestions for addressing these issues were submitted to the OCS executive management team.

The agency is revamping its training program to address more intensive training for new staff and supervisory staff as well as a mentoring component. In February 2008, the agency was able to award a special entrance rate to Child Welfare Specialists 1 – 3 since our data indicated that this is where the state had the highest turnover rate. (For additional information on staff turnover and retention efforts refer to page 42.) These areas are continually addressed by the agency in an effort to improve turnover and retain qualified professionals.

**Update on Agency Plan to Assist Panels in SFY 2007 - 2008**

Citizen Review Panels in Louisiana are endeavoring to revitalize their roles and participation as stakeholders working with the OCS. The 5 Panels that Louisiana was fortunate to benefit from have experienced a loss of membership and involvement since Hurricanes Katrina and Rita in late 2005. Monroe Region has continued to meet on a regular basis although in 2007 they did not specifically recommend any action for OCS. They have had a change in leadership within their panel and are adjusting to a refocusing of their approach.

**Activities Planned for FY 2009**

In attempts to rejuvenate and support the development of past panels and new panels, OCS is engaging the services of Dr. Blake Jones, of the University of Kentucky and the facilitator of the National Citizen Review Panel Virtual Community. Dr. Jones will be conducting a round-table discussion with our staff that are directly involved with CRP's on July 24, 2008. This discussion will focus on mechanism's to help Louisiana redevelop and motivate our CRP's. Additionally, the agency has generated interest on in additional CRPs in Lafayette and Baton Rouge Regions. We plan to assist these regions in developing their CRP and provide support to the five panels that were previously in existence.

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**19. Training**

This section contains information on training with Title IV-E funds. The Louisiana Department of Social Services (DSS/OCS) utilized Title IV-B, Subpart 2 funds for administrative costs for training. Those funds were used primarily for trainers' salaries. The non-federal match included state general funds and in-kind funds.

The DSS/OCS training section worked to revise, update, and strengthen the training curriculum. Training sessions are open to various levels of agency staff, foster and adoptive parents, providers and community partners including American Indian tribal representatives. All courses are directed at enhancing the knowledge and skills of participants in order to perform their jobs in a competent manner that will benefit the children and families served within the child welfare system.

As reported in the 2007APSR, the agency's training data system currently does not capture information regarding positions of trainees, evaluations of all trainings, and course descriptions. The agency was working with a provider, Flying Fish, to develop and manage a training data system that would incorporate these data elements. At this time, the project is on hold and the agency is considering other options to address this issue. Our regional training coordinators have been entering the information for all training sessions held in their respective region since July 1, 2007. The information entered is the title of the training, date(s) of training, the number of total credit hours, along with CEU's received per each individual participant is entered by the regional training coordinator. Some regions, due to their size of staff and number of training sessions, take more time to be entered into the system than the smaller regions. Hence, not all data has been kept current.

The following chart provides broad categories of training, the number of participants, types of trainees and hours of training credits for February 1, 2007 through March 30, 2008. (As per the request of the regional office, the information on training was separated into broad categories.) The agency is unable to provide evaluation information regarding each course or training at this time.

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<b>Broad Training Category</b>	<b>Categories of Trainees/Participants</b>	<b>Actual Number of Training Participants SFY 2006- 2007</b>	<b>Total Number of Training Hours/Category (includes both long &amp; short term trainings) SFY 2006-2007</b>	<b>Actual Number of Training Participants SFY 2007-2008</b>	<b>Total Number of Training Hours/Category (includes both long &amp; short term trainings) SFY 2007-2008</b>
Child Welfare/General	Staff and Foster Parents	260	1397	4,516	15,468
Technical	Staff and Foster Parents	114	1407	1,231	9,449
Case Management Training	Staff and Foster Parents	11	70.5	5,060	28,021
Safety & Health	Staff and Foster Parents	121	395.5	1,446	5,060
Core Curriculum	Staff and Foster Parents	1129	18,618	2,848	35,897
Ethics	Staff and Foster Parents	266	842.5	707	2,264

The categories in the preceding chart include the following:

1. **Technical Assistance**– includes training on ACESS (A Comprehensive Enterprise Social Services System), MEPA/ICWA.
2. **Case Management Training** – includes training on Differential Response; Working with Challenging Children; Assessment of Family Functioning; Structured Decision-making; Family Assessment and Case Planning; Alternative Response Family Assessment Core Curriculum; and Motivational Interviewing Skills Training; Attention Deficit Disorder; Sexual Abuse Interviewing.
3. **Core Curriculum** – includes training on Foster Care Caseworker & Assessment; Foster Care Case Planning and the Family Team Conference; Caseworker Competency Skills; Child Protection/ Family Services Fundamental Casework Decisions; Introductory courses to the Child Welfare series; Physical Indicators of Child Abuse and Neglect; Worker Safety Training.
4. **Health and Safety** -- includes training on CPR; Safety training; First Aid; Management of Blood-borne Pathogens; Violence in the Workplace; and Sexual Harassment.
5. **Ethics** – includes training on Ethical Dilemmas; Ethical Principles; Boundaries and Burnout; Driving the Ethical Highway.
6. **General** – includes training on Staff Performance; Child Specific Recruitment; Cultural Diversity; Emergency Planning; MAPP/GPS Overview; Coaching of Supervisors; Positive Parenting; Equal Employment Opportunity (EEOC); Alternative Response Family Assessment Orientation.

The highest average of hours per participant was spent in courses categorized as Case Management and Core Curriculum. These two areas received an extremely large number of participants and training hours due to the statewide implementation of several new program

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initiatives, namely “Alternative Response Family Assessment” and “Focus on Four” (which includes training on “Structured Decision Making”, “Safety and Risk” and “Foster Care Assessment and Case Planning With The Family”). A higher than normal new worker staff turnover rate also increased the number of training hours and participants in the area of Core Curriculum.

“Alternative Response Family Assessment Orientation” and “Alternative Response CORE Curriculum” training courses were developed, written, and delivered to all regions, statewide, from November, 2007 through May, 2008. This program initiative which offers an alternative response to the child abuse and neglect investigation approach achieves statewide implementation as of May, 2008. “Safety and Risk”, “Structured Decision Making”, and “Assessment of Family Functioning and Case Planning” training courses, associated with LIFTS initiatives, have been delivered to two-thirds of the State as of May, 2008. The last phase of these three training courses should be completed in August, 2008.

In the FY 2009, the agency will continue to offer trainings in the core curriculum. The location of these trainings is generally held at our state office located in Baton Rouge, Louisiana. However, if there is a “cluster” of trainees in a particular area of the State, the trainers may elect to go to that particular area to provide the needed training. For additional information on ongoing training in the core curriculum, please refer to the OCS Training and Staff Development Catalog. Courses in the core curriculum are described in detail in the catalog and the duration of each course/training is listed as well as the individuals targeted as participants. Courses are provided for an estimated 25 participants per session; however, the number of participants for courses for newly hired/reassigned employees may vary depending on the number of staff who are hired or reassigned to a different/new program area.

In the 2009 FFY the training section will continue to deliver training on the LIFTS initiatives and incorporate the resultant changes into the Core Curricula.

The following chart details courses provided on an ongoing basis, some of which have not yet been incorporated into the OCS Training and Staff Development Catalog. A revision/update of the catalog is planned during FFY 2009 in order to incorporate these courses, as well as delete courses which are/will be no longer offered due to new program initiatives that require new or updated curricula.

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<b><u>Multi Ethnic Placement Act</u></b> – update to existing training	25 per session	Child Welfare Specialists 1-6	3-4 Hours (short-term)	1
<b><u>Indian Child Welfare Act</u></b> – update to existing training	25 per session	Child Welfare Specialists 1-6	3-4 Hours (short-term)	1
<b><u>Mentoring and Supervision Training</u></b> – focused on strengthening the supervisory skills in supporting staff in decision making and safety interventions	25 per session	Supervisors-Child Welfare Specialists 4	12 Hours (long-term)	2
<b><u>Emergency Planning</u></b> –This course was developed in order to give our staff and family resources essential information needed to prepare for a future disaster, (i.e., hurricanes, etc).	25 per session	All levels of Child Welfare Staff & Foster Parents	3 Hours (short-term)	4
<b><u>Coaching Supervisors Project</u></b> – project designed to provide needed skill development for supervisors through monthly meetings, ongoing consultation training and periodic observations	30 slots per time period of training	Child Welfare Specialists 4 (first line supervisors)	Long-term (over the course of several months)	8
<b><u>Safety Assessment: An Ongoing Process</u></b> This training was developed in response to the Agency’s efforts to improve services to families through Best Practice. This training is one of the initiatives of LIFTS (Leading Innovations in Family Transformation and Safety), and focuses on enhancing worker skills in conducting accurate safety assessments.	40 per session	All levels of Child Welfare Staff	3 hours (short-term)	12
<b><u>Change Management and Leadership</u></b> - training provides dialogue regarding	25 participants per training session (total 75)	Child Welfare Specialist 5 and above	6 hours (short term)	1

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managing change and the critical role that leadership plays in facilitating staff through change.		( S.O. SA's, Program Managers, Sr. Management staff, RA's, and Assistant RA's		
<b><u>Overview of the Supervisory Coaching Project</u></b> includes the specific skill development goals and the Change Management and Leadership training	28 regional staff per training session (total approximately 84)	Child Welfare Specialist 5 and above – DS, RPS	6 hours (short term)	3
<b>Alternate Response/Family Assessment (ARFA) CORE Curriculum</b> training. Specialized training to teach alternative response process and skills to workers, supervisors, and DM's .	15 – 38 slots, as needed	All levels of Child Welfare Staff (will be integrated into CPI/FS/ARFA)	12 hours long term	2
<b><u>“Ethical Principles”</u></b> training to fulfill licensure requirements for professional level staff.	Up to 40 slots per session	All levels of Child Welfare Staff	3 hours (short-term)	6
<b><u>“Driving the Ethical Highway”</u></b> training fulfills licensing requirements for social work professional staff.	Up to 40 slots per session	All levels of Child Welfare Staff	3 hours (short-term)	6
<b><u>EEOC</u></b> To develop/improve staff awareness of discrimination laws as they relate to employment, supervision, service delivery.	25 slots per session	All levels of Child Welfare Staff	3 hours (short-term)	1-2
<b><u>Assessment of Risk: Structured Decision Making Model</u></b> The Structured Decision Making Model is a comprehensive system of case management for child protective services. It is a research and evidence based	40 per session	All levels of Child Welfare Staff	6.5 hours (short-term)	12

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tool which structures major decision points to assist workers in making reliable, equitable and valid decision.				
<p><b><u>New Worker Orientation Training</u></b>  This three consecutive weeks curriculum provides fundamental knowledge and skills needed for child welfare services delivery that are common to the CPI, ARFA, FS and FC program areas. Each training day builds upon the preceding one and each week builds upon the other. Included in the training content: Physical Indicators of Child Maltreatment; Focus on Four initiatives (Safety &amp; Risk Assessment; Structured Decision Making; and Casework Assessment &amp; Case Planning With the Family); Worker Safety; ACESS System; the Court System &amp; OCS; Exploring Issues: Substance Abuse, Mental Illness and Domestic Violence; Basic Interviewing; the Casework Process; Intake &amp; Screening; The Laws, Legal and Allegations Definitions; Objective Documentation; Cultural Competency; and Separation &amp; Attachment.</p>	25 per session	Child Welfare Specialists 1 (all newly hired child welfare services caseworkers & supervisors)	88 (three weeks of classroom training, prior to cases assigned)	12 (one every month)
<p><b><u>Adoption Assessor Training: Tier I</u></b>  This course was developed by the Human Services</p>	20 per session	Adoption caseworkers & supervisors	<b>24 Hours</b>	1 - 2

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<p>Department of Columbus, Ohio. It is directed at increasing the skills of adoption staff. Primary topics addressed with the child: communicating more effectively, needs assessment, preparation for adoption, selection of placement and integrating his past and present into a future adoptive family. Skills in the assessment of prospective families for adoption are also examined.</p>				
<p><b><u>Adoption Assessor Training: Tier II</u></b>            This course was developed by the Institute for Human Services in Columbus, Ohio. The primary topics are: Cultural Issues in Permanency Planning, Achieving Permanency Through Interagency Collaboration, Openness in Adoption and Gathering and Documenting Background Information</p>	20 per session	Adoption caseworkers & supervisors	<b>24 Hours</b>	1 - 2
<p><b><u>ICPC Basic</u></b>            This is the updated course on the provisions of the Interstate Compact on the Placement of Children. Procedures related to the Compact are reviewed along with the forms, supporting documents, communication protocols, home study content, and travel approval requirements are explained in detail.</p>	25 per session	All Child Welfare Specs. And Supervisors In Foster Care	4 hours	4

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<b>Training &amp; Brief Training Description Estimates for FFY 2009</b>	<b>Estimated Number of Training Participants</b>	<b>Positions of Trainees</b>	<b>Number of Training Hours</b>	<b>Number of Sessions per year</b>
<p><b><u>Heartsaver Pediatric First Aid Offered through the American Heart Association. Successful completion provides a 2-year certification in Pediatric First Aid.</u></b>  Provides training in basic first aid procedures, but with an emphasis on how these things present in children</p> <p><b>(SEPARATE TRAININGS)</b></p>	10 per session	Foster Parents Staff with Direct Client contact	<b>4 Hours</b>	10 (1 per region)
<p><b><u>Prenatal Substance Exposure: The Alcohol/ Drug Affected Newborn</u></b>  Addresses the issue and allegation “Alcohol Affected Newborn or Drug Affected Newborn.” The primary topics addressed are: the effects of prenatal alcohol and/or drug exposure, interventions for the newborn and growing child, current legislation, policy and procedures.</p>	25 per session	Child Protection Investigative Staff (all other Child Welfare Spec. 1 and above staff)	<b>4 Hours</b>	6
<p><b><u>Worker Safety</u></b>  This course provides an overview of personal safety issues while in the field, and in office contacts. Safety factors and unique situations that place OCS workers at risk are reviewed. Practical suggestions and policy protocol are presented to</p>	25 per session	All Child Welfare Specs. And Title IV-E Student Interns (included in the New Worker and Title IV-E Student Interns Orientation trainings)	6 Hours	12+

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<b>Training &amp; Brief Training Description Estimates for FFY 2009</b>	<b>Estimated Number of Training Participants</b>	<b>Positions of Trainees</b>	<b>Number of Training Hours</b>	<b>Number of Sessions per year</b>
enhance safe practice and reduce the likelihood of worker injury.				
<b><u>Violence in the Workplace</u></b> This curriculum is a one hour program for all staff. The content is designed to make staff aware of what constitutes as Violence in the Workplace. It consists of a definition, video tape, policy, procedure and discussion. <b>Offered in each Region.</b>	20 – 30 per session	All levels of OCS staff	<b>1 hour</b>	1 – 2 per region = 10 - 20
<b><u>Sexual Harassment in the Workplace</u></b> This curriculum is a one hour program for all staff. The content is designed to make staff aware of what constitutes sexual harassment in the workplace. It consists of a definition, a video, legal statutes, agency policy and discussion. <b>Offered in each Region</b>	20 – 30 per session	All levels of OCS staff	<b>1 hour</b>	1 – 2 per region = 10 - 20
<b><u>Physical Indicators of Child Maltreatment</u></b> This course helps staff recognize physical indicators of child abuse and neglect, and to describe these observations using objective language, Some behavioral indicators are discussed. Emphasis is placed on common types of injuries resulting from child abuse and neglect. Also reviewed are the elements in a child’s history of injuries which should alert health professionals to the	25 per session	All levels of OCS Child Welfare Staff (included in New Worker Orientation)	<b>6 hours</b>	12+

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<b>Training &amp; Brief Training Description Estimates for FFY 2009</b>	<b>Estimated Number of Training Participants</b>	<b>Positions of Trainees</b>	<b>Number of Training Hours</b>	<b>Number of Sessions per year</b>
possibility of abuse/neglect. A differentiation is made between those factors that relate to organic and inorganic failure to thrive cases. Growth charts are utilized as pertinent tools in assessing the health status of a child				
<p><b><u>Louisiana Standardized Child Passenger Safety Awareness Program</u></b>  <b><u>This course is offered through the Louisiana Passenger Safety Task Force.</u></b></p> <p>The goal of the course is to create an awareness of the importance of child passenger safety (CPS) education in preventing child passenger deaths and injuries and to provide standardized CPS information.</p>	10 per session	All staff that transport children	<b>4 hours</b>	10 (1 per region?)
<p><b><u>Cultural Competency-</u></b> This course focuses on self-awareness of one's cultural roots as being the basis for our biases. It also trains participants tolerance in that as each culture has its own way of raising children, treating an illness, etc. that there is a common end or outcome that each is trying to achieve. (The outcome is more important than the process).</p>	25 per session	All levels of OCS Child Welfare Staff (included in New Worker Orientation)	<b>3-4</b>	12
<p><b><u>MAPP/GPS</u></b>            Training of Home Development staff and Foster Parents who will train and</p>	25 per session	Child Welfare Specialists 1-5 (Home Development	<b>5 Hours (short-term)</b>	2

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certify potential foster/adoptive parents.		workers & supervisors)		
<b><u>Assessment of Family Functioning &amp; Case Planning</u></b> Focuses on assessing the family's level of functioning in relation to identified CA/N risk & safety factors through a research and evidence based tool which is used to engage and make decisions with the family throughout the life of the case.	25 per session	All levels of Child Welfare Staff (included in the New Worker Orientation Training)	6 hours (short term)	12
<b><u>Child Protection Investigations (CPI)/Alternate Response/Family Assessment (ARFA)/ Family Services (FS) Fundamental Case Decision Making</u></b> This course picks up where New Worker orientation ended, and caseworkers return for program specific skills and knowledge building. Decision Making using the Susan Wells model; use of the Decision Making Handbook; engaging the family; motivational interviewing; and risk and safety assessment through program specific forms (Safety Form 5, ARFA Form 12, and FS/FC FATS form).	25 per session	All levels of Child Welfare Services Staff ( All new workers in these three program areas who have completed Orientation training and at least 5 months of field work—and all caseworkers/ supervisors reassigned to one of these program areas)	24 hours	4 - 6
<b><u>FC Assessment, Case Planning &amp; the FTC</u></b> This course picks up where New Worker orientation ended, and caseworkers return for program specific skills and knowledge building. Engaging the family; motivational interviewing; developing behavior specific outcomes with the family; identification of formal and informal	25 per session	All levels of Child Welfare Services Staff (All new workers in the Foster Care program who have completed Orientation training and at least 5 months of field work—and	28 hours	4 – 6

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supports/resources are some of the issues addressed.		all caseworkers/ supervisors reassigned to FC from another program.)		
<p><b><u>Child Sexual Abuse: Identification and Investigation</u></b>            This course addresses the basics of child sexual abuse exploring myths and facts about child sexual abuse. Subject areas include skills needed for intervention and case management of child sexual abuse cases. Exploration of Family roles, psychodynamics; effects of sexual encounters; effective and appropriate interviewing techniques; are some of the issues addressed.</p>	20	Child Protection Investigation, Family Services, Foster Care, Adoptions, and Home Development Child Welfare Spec. 1 and above.	<b>18 Hours</b>	2 - 3

**Short-term** training = 1 – 8 hours in duration. **Long-term** training = 9 – 32 hours in duration.

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**Estimated Total Cost/Indication of allowable Title IV-E Administration**

1. The training costs allocated to Title IV-E are based on Random Moment Sampling (RMS) procedures and “stat sheets” prepared by training staff. “Stat sheets” serve to document and track training activities. RMS procedures capture the levels and types of staff activities that may be claimed as Title IV-E allowable expenditures.
  
2. As of March 2008, OCS expended \$5,408,773 (amount includes federal funds and state general funds) in allowable Title IV-E cost during FFY 2007 - 2008. These costs were funded with 75% federal and 25% state general funds. For the 2009 FFY, (based on Title IV-E 1) \$8,626,337 (amount includes state general funds and federal funds) is the projected cost of Title IV-E foster care training. State general funds, in the amount of \$1,877,192, are allocated for foster care training. For adoption training, \$279,392. Random Moment Sampling data is used to determine the percentage of IV-E funding to be used for foster care and adoption training.
  
3. The agency utilized a random moment sampling process to identify training activities. Depending on the function being trained, the appropriate federal fund is claimed. Costs deemed matchable as training expenditures include: travel, per diem, tuition, books and registration fees for trainers; salaries, fringe benefits, travel and per diem for staff development personnel assigned to training functions to the extent of time spent performing such functions; costs of space, postage, training supplies and purchase or development of training material.

Category of Expenditure	Actual SFY 2005-2006	Actual SFY 2006-2007	Projected FFY 2008	Projected FFY 2009
Salaries	\$3,436,796	\$4,271,728	\$4,194,395	\$4,278,283
Travel	\$10,147	\$12,686	\$15,446	\$15,755
Operating Services	\$83,711	\$39,749	\$58,977	\$60,156
Supplies	\$5,171	\$10,994	\$8,425	\$8,594
Acquisitions	\$206	\$1,692	\$4,915	\$5,031
Interagency Transfers	\$2,402,922	\$2,687,696	\$2,720,670	\$2,775,083
Other Charges	\$1,149,003	\$1,432,648	\$1,098,085	\$1,120,047
<b>Total</b>	<b>\$7,087,956</b>	<b>\$8,457,193</b>	<b>\$8,100,913</b>	<b>\$8,262,931</b>

**Note:** **Salaries** consist of cost allocated expenses for staff in the field and state office including stipends.

**Operating Services** consist of advertising, printing, maintenance of equipment, rental of equipment and buildings, utilities, telephone services, postage, building security, dues and subscriptions, etc.

**Interagency Transfers** are services provided by other state agencies for services such as telephone, insurance, building rentals, indirect cost, printing, training and advertising.

**Other Charges** consist of contracts with universities for the purpose of developing child welfare curricula to prepare future graduates for competent practice in child protection, family services, foster care and adoption programs.

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**Cost Allocation Methodology**

1. Louisiana is entitled to federal matching funds for the proper and efficient administration of the State plan. The State's federally approved Cost Allocation Plan (CAP) identifies which costs are allocated and claimed under Title IV-E and other benefiting programs. This approved CAP is in compliance with 45 CFR 1356.60.
  
2. The agency has exercised the provisions of the Social Security Act, Sections 474(a)(3)(A) and (B); 45 CFR 1356.60(b) and (c), 235.63-235.66(a) to make claims under Title IV-E at the 75% rate for training (including both short-term training and long-term training at educational institutions, through state grants to the public institutions or by direct financial assistance to students enrolled in such institution) of personnel employed or preparing for employment by the state agency. The amount deemed claimable is specified in individual contracts with the institutions and individuals.
  
3. Under section 474(a)(3)(B) of the Social Security Act, the state agency makes claim for available federal financial participation at the 75% rate for the short-term training of current or prospective foster or adoptive parents and the members of the staff of state-licensed or state approved child care institutions providing care to foster and adopted children receiving assistance under this part, in ways that increase the ability of such current or prospective parents, staff members, and institutions to provide support and assistance to foster and adoptive children, whether incurred directly by the state or by contract. These costs are isolated in expense forms submitted for processing and contracts with trainer review for approval.

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**Title IV-E Stipends:**

Educational Stipends are awarded to non-employees with the expectation that the individual agrees to work for OCS after graduation. The stipend amount for the Bachelors of Social Work (BSW) student is \$5000 for all universities and the stipend for the Masters of Social Work (MSW) student is \$7000. The entire amount of each contract is charged to IV-E. The stipend amounts are administered through our contracts with the seven universities and are funded at 75% Federal and 25% non-Federal match within those budgets.

In FY 2007-2008, 22 BSW stipends were awarded, totaling \$110,000 and 14 MSW stipends were awarded, totaling \$98,000.

**Educational Stipends of Persons Preparing for Employment**

<b>University</b>	<b>BSW (\$5000) FY 2006-2007</b>	<b>Total Stipends BSW 2006-2007</b>	<b>MSW (\$7000) 2006-2007</b>	<b>Total Stipends MSW 2006-2007</b>	<b>BSW (\$5000) FY 2007-2008</b>	<b>Total Stipends BSW 2007-2008</b>	<b>MSW (\$7000) 2007-2008</b>	<b>Total Stipends MSW 2007-2008</b>
Southern University at New Orleans (SUNO)	0	0	7	\$49,000	0	0	6	\$42,000
Grambling State University (GSU)	0	0	8	\$56,000	3	\$15,000	3	\$21,000
Southern University at Baton Rouge (SUBR)	4	\$20,000			4	\$20,000		
University of Louisiana at Monroe (ULM)	4	\$20,000			5	\$25,000		
Northwestern State University (NSU)	6 @ \$4500	\$27,000			3	\$15,000		
Southeastern Louisiana University (SLU)	6	\$30,000			7	\$35,000		
Louisiana State University (LSU)			5	\$35,000			5	\$35,000
<b>Yearly Totals</b>	<b>20</b>	<b>\$97,000</b>	<b>20</b>	<b>\$140,000</b>	<b>22</b>	<b>\$110,000</b>	<b>14</b>	<b>\$98,000</b>

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The agency is currently unable to estimate the number of educational stipends of non-employees for the FY 2009. An administrative decision must be made on the selection processes since the State's IV-E saturation rate has fallen and the agency may not be able to offer the number of stipends previously offered.

**University Contracts**

For the 2007 – 2008 SFY the agency contracted with Louisiana State University (LSU) for the training the ACCESS computer data entry program to OCS staff utilizing SSBG funds. A total of 284 OCS workers and supervisors received this training from July, 2007 through April, 2008. The unexpended balance of the contract, coupled with the continued need for this training, results in an opportunity for the agency to carry forward the training and funding into the first quarter of SFY 2008 – 2009.

The agency's leadership team has elevated the importance of workforce development and child welfare training to further improve our services delivered to children, youth, and families. Plans for addressing the comprehensive system of training that serves both staff and foster parents has begun. A representative familiar with other states' conceptual development and use of "training consortiums" has presented information to administrative leaders in the agency. A presentation was delivered in May, 2008 for representatives, public Louisiana universities that offer social work degrees. The identification of a "lead" university who would engage the participation of other universities is anticipated in early FY 2009.

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**20. Child and Family Services Review/Louisiana's Revised/Renegotiated PIP**

A comprehensive review of the child welfare system in Louisiana, examining seven systemic factors and seven child welfare outcome factors, and including statewide assessment, the Federal Child and Family Service on Site Review, and the State Data Profile on child welfare data from 1999 through 2001, culminated in the publication of the Final Report, Louisiana Child and Family Services Review (CFSR) on February 5, 2004. The Louisiana child welfare system was found to be in substantial compliance with all seven systemic factors and one of the seven child welfare outcome factors, Permanency Outcome 2 regarding preservation of the continuity of family relationships and connections for children.

The remaining six child welfare outcomes were identified in the CFSR as areas needing improvement and presented opportunities for Louisiana to further examine its practices, policies and resources, and to develop strategies to improve services to children and their families. As a result, the Louisiana Department of Social Services/Office of Community Services (DSS/OCS) developed a Program Improvement Plan (PIP) focusing on the remaining six outcomes:

- *Safety 1*: Children are first and foremost protected from abuse and neglect.
- *Safety 2*: Children are safely maintained in their own homes whenever possible.
- *Permanency 1*: Children have permanency and stability in their living situations.
- *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.

PIP implementation began in October 2004 with a planned completion date of September 30, 2007. In August 2005, during the fourth quarter of PIP implementation, Hurricane Katrina, followed closely by Hurricane Rita, devastated southern Louisiana, disseminated the population of the State's largest urban area throughout the country, and disrupted all normal operations of the OCS, including PIP progress. As a result, with the cooperation and assistance of our Federal partners, a Revised/ Renegotiated PIP was submitted on June 14, 2006 and approved on June 19, 2006, with an extended completion date of September 30, 2007. The final PIP report was submitted on October 23, 2007. On December 4, 2007, the Administration for Children and Families confirmed that Louisiana had successfully completed its PIP with all action steps accomplished and all data goals achieved. PIP activities are elaborated below:

**PIP Development:** The importance of involvement, collaboration, and participation of stakeholders (local/community stakeholders; parish, regional and state child welfare and juvenile justice system staff; representatives from the judicial system; tribal representatives; and others) was recognized throughout the review process and continued in the development of the original PIP. Stakeholders were included in workgroup meetings, in the PIP Steering Committee, in collaboration via teleconferences and consultations, and in review and request for comments on the proposed PIP. More than eighty participants were involved in the extensive and comprehensive process of developing the PIP.

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Development of the Revised/Renegotiated PIP focused on short-term recovery efforts to assure safety, permanency and well-being for Louisiana's children, including those who had been displaced to other states as a result of the hurricanes. The PIP was developed with the assistance and involvement of federal partners including the National Child Welfare Resource Centers. It emphasized the six child welfare outcomes that had been identified in the CFSR as areas needing improvement. Because of the magnitude of the recovery effort faced by the child welfare system, the revised/re-negotiated PIP was designed in a more manageable format than the original PIP. While addressing these short-term recovery efforts, Louisiana took advantage of the opportunities brought about by the storms to assess and plan for long-term reform. These improvement efforts were supported by the NRCs and the Casey Family Foundation.

**PIP Activities:** The original PIP was based on the six outcome areas identified above as areas needing improvement. Forty Action Steps were identified as having the potential to improve performance on these outcomes. Each of the Action Steps was broken down into measurable Benchmarks. A total of 186 Benchmarks were to be completed within specific quarters by identified responsible parties. The Benchmarks built upon one another throughout the planned eight quarters of PIP implementation, and many of them reflected the necessity of stakeholder involvement in the overall improvement of child welfare services in Louisiana. Substantial progress had been made on PIP Benchmark achievement prior to the hurricanes. Of the 157 Benchmarks scheduled for completion during PIP Quarters 1 through 5, 82% were fully achieved and 94% were fully, substantially, or partially completed.

The Revised/Renegotiated PIP contained three major Objectives, each of which was comprised of Strategies which, in turn, were comprised of Action Plan Steps for achievement. Each Objective was tied to specific outcomes. All Objectives, Strategies and Action Plans were achieved as described below:

*Objective 1 (Safety 2):* 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. This Objective was made up of three Strategies, each of which dealt with a different aspect of factors (demographic data; changes in law and local practices; and external factors) that might contribute to the increasing number of children in foster care. The Action Plan Steps for each of the strategies involved identification and analysis of the factors to determine causative relationships with foster care entries followed by dissemination of the analyses to appropriate OCS staff and agency stakeholders.

*Objective 2 (Safety 1, Permanency 1, Well Being 1, 2, and 3):* 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. This Objective was comprised of four Strategies and 10 attendant Action Steps. Guidelines were developed for worker contacts to assure safety and well being of foster children in foster homes or relative placements displaced due to the storms; plans were developed to find missing biological parents after the storms; broad guidelines were developed for visitation and maintaining contact between foster children and their biological parents who remained separated due to the storms; and a case decision-making model was developed in conjunction with the courts to assist workers in making placement decisions for children in foster care who were evacuated and continued to live out of state due to the storms.

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By June 2007, fewer than 30 children remained out of state, and all children who had a goal of Reunification had returned to Louisiana. The number of biological parents whose whereabouts were unknown was consistent with the number prior to the storms, and no biological parents' whereabouts were unknown as a result of the storms. In consultation with the Courts, CASA and other stakeholders, the decision was made to continue with the agency's normal practice of making placement decisions for all children based on the best interests of the child with close court oversight.

Objective 3 (Permanency I and Well Being 1): 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. This Objective was comprised of two Strategies, each comprised of two Action Steps.

In order to recruit, train and retain more qualified legal representation for storm impacted families and children, the Louisiana Court Improvement Program (CIP) worked with National Resource Centers to develop seven on-line Continuing Legal Education (CLE) courses. These CLEs are posted on the Louisiana Children's Legal Advocacy Resource Online (CLARO) and are available at no charge to attorneys throughout the state. The available courses include ASFA 101, Parts I and II; Permanency Options, Parts I and II; Foster Parents: Notice and Opportunity; Professionalism (legal v. social work); and Ethics (legal v. social work).

Live trainings, including ethics and professionalism, on advocacy for children and families in the context of hurricanes Katrina and Rita have been provided in Bossier City, New Iberia, Leesville, New Orleans, Chalmette, Monroe, Hammond, Metairie, Natchitoches and Alexandria. The courses have been attended by attorneys, judges, court staff, DSS/OCS employees, CASA volunteers, and mental health professionals.

**Data Goals:** The Revised/Renegotiated PIP included achievement of three national data goals, and the other data goals were subsequently achieved as indicated below.

Reunification (achieved as of date of approval of Renegotiated/Revised PIP): 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 (achieved as of date of approval of Renegotiated/ Revised PIP): 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
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Louisiana Baseline: 18.9%  
PIP Goal (original): 21.8%  
Federal FY 05 Data: 24.5% (goal met)

Placement Stability (achieved as of date of approval of Renegotiated/Revised PIP): 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)

Recurrence of Maltreatment (achieved as of November 2006 conference call including OCS, ACF Regional Office and the Children's Bureau): 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%  
Federal FY 05 Data: 6.6% (goal met)

Incidence of Child Abuse and/or Neglect in Foster Care (Louisiana was notified in February 2007 that this indicator was considered met as of December 2006): 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): 1.64%  
Federal FY 05 Data: 0.32% (goal met)

**On-going Activities:** Louisiana is pleased to have completed PIP activities, but continues activities designed to improve the quality of the services provided and enhance outcomes for children and families served. Simultaneously with implementation of the Revised/Renegotiated PIP, Louisiana began self-assessment and planning for long-term systemic change. With technical assistance from federal and foundation partners, OCS defined six key practice elements: improving intake decisions; meeting family needs to prevent out-of-home care; increasing available community-based services; improving recruitment, training and services for foster/adoptive parents; assuring that residential treatment is used only when less restrictive

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placement cannot meet a child's needs; and enhancing services and opportunities for youth transitioning out of foster care. Originally referred to as reform efforts, these initiatives have been designated as Louisiana **L**eading **I**nnovations for **F**amily **T**ransformation and **S**afety (**LIFTS**), and were developed with the support of the National Resource Centers and the Casey Family Foundation. Detailed information about ongoing Louisiana LIFTS activities is found in the Child Welfare Services section of this report.

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**21.0 Assurances, Certifications, Title IV-B, Subpart 2 Expenditures Annual Budget Request for 2006 – 2007 and Signature Pages**

**Title IV-B Child and Family Services Plan: Assurances**

The assurances listed below are in 45 CFR 1357.15(c) and title IV-B sections 422(b)(10), 422(b)(12), section 422 (b) (14), section 432(a)(4), 432 (a)(7) and 432(a)(9). These assurances will remain in effect during the period of the current five-year CFSP.

1. The State assures that it will participate in any evaluations the Secretary of HHS may require.
2. The State assures that it will administer the CFSP in accordance with methods determined by the Secretary to be proper and efficient.
3. The State assures that it has a plan for the training and use of paid paraprofessional staff, with particular emphasis on the full-time or part-time employment of low-income persons, as community service aides; and a plan for the use of non-paid or partially paid volunteers in providing services and in assisting any advisory committees established by the State.
4. The State assures that standards and requirements imposed with respect to child care under title XX shall apply with respect to day care services, if provided under the CFSP, except insofar as eligibility for such services is involved.
5. The State assures that it is operating, to the satisfaction of the Secretary:
  - a statewide information system from which can be readily determined the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care;
  - a case review system (as defined in section 475(5) for each child receiving foster care under the supervision of the State;
  - a service program designed to help children-where safe and appropriate, return to families from which they have been removed; or be placed for adoption, with a legal guardian, or, if adoption or legal guardianship is determined not to be appropriate for a child, in some other planned, permanent living arrangement; and
  - a preplacement preventive services program designed to help children at risk of foster care placement remain safely with their families; and
  - The State assures that it has implemented policies and administrative and judicial procedures for children abandoned at or shortly after birth that are necessary to enable permanent decisions to be made expeditiously with respect to the placement of such children.
6. The State assures that plans will be developed for the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children.
7. The State assures that it will collect and report information on children who are adopted from other countries and who enter State custody as a result of the disruption of an adoptive placement, or the dissolution of an adoption. Such information will include the reasons for disruption or dissolution, the agencies who handled the placement or adoption, the plans for the child, and the number of children to whom this pertains.

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8. The State assures that no more than 10 percent of expenditures under the plan for any fiscal year with respect to which the State is eligible for payment under section 434 of the Act for the fiscal year shall be for administrative costs and that the remaining expenditures shall be for programs of family preservation services, community-based family support services, time-limited reunification services and adoption promotion and support services, with significant portions of such expenditures for each such program.
9. The State assures that Federal funds provided to the State for Title IV-B, Subpart 2 programs will not be used to supplant Federal or non-Federal funds for existing services and activities.
10. The State assures that, in administering and conducting service programs under this plan, the safety of the children to be served shall be of paramount concern.

Effective Date and State Officials Signature

I hereby certify that the State complies with the requirements of the above assurances.

Certified by: *Jeanne P. Richo, Deputy Secretary*

Title: *JPR* Secretary

Agency: Department of Social Services/Office of Community Services

Dated: \_\_\_\_\_

Reviewed by: \_\_\_\_\_  
(ACF Regional Representative)

Dated: \_\_\_\_\_

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**STATE CHIEF EXECUTIVE OFFICER'S CERTIFICATIONS  
FOR THE CHAFEE FOSTER CARE INDEPENDENCE PROGRAM**

As Chief Executive Officer of the State of Louisiana, I certify that the State has in effect and is operating a statewide program relating to Foster Care Independent Living and that the following provisions to effectively implement the Chafee Foster Care Independence Program are in place:

1. The State will provide assistance and services to youth who have left foster care because they have attained 18 years of age, and have not attained 21 years of age [Section 477(b)(3)(A)];
2. Not more than 30 percent of the amounts paid to the State from its allotment for a fiscal year will be expended for room and board for youth who have left foster care because they have attained 18 years of age, and have not attained 21 years of age [Section 477(b)(3)(B)];
3. None of the amounts paid to the State from its allotment will be expended for room or board for any child who has not attained 18 years of age [Section 477(b)(3)(C)];
4. The State will use training funds provided under the program of Federal payments for foster care and adoption assistance to provide training to help foster parents, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living, and will, to the extent possible, coordinate such training with the independent living program conducted for adolescents [Section 477(b)(3)(D)];
5. The State will adequately prepare prospective foster parents with the appropriate knowledge and skills to provide for the needs of the child before a child, under the supervision of the State, is placed with prospective foster parents and that such preparation will be continued, as necessary, after the placement of the child. [Section 471(a), as amended];
6. The State has consulted widely with public and private organizations in developing the plan and has given all interested members of the public at least 30 days to submit comments on the plan [Section 477(b)(3)(E)];
7. The State will make every effort to coordinate the State programs receiving funds provided from an allotment made to the State under subsection (c) with other Federal and State programs for youth (especially transitional living youth projects funded under Part B of Title III of the Juvenile Justice and Delinquency Prevention Act of 1974); abstinence education programs, local housing programs, programs for disabled youth (especially sheltered workshops), and school-to-work programs offered by high schools or local workforce agencies [Section 477(b)(3)(F)];
8. Each American Indian tribe in the State has been consulted about the programs to be carried out under the plan; there have been efforts to coordinate the programs with such tribes; and benefits and services available to American Indian youth in the State on the same basis as to other youth in the State [Section 477(b)(3)(G)];

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STATE CHIEF EXECUTIVE OFFICER'S CERTIFICATIONS – Continued

9. Adolescents participating in the program under this section will participate directly in designing their own program activities that prepare them for independent living and the adolescents will be required to accept personal responsibility for living up to their part of the program [Section 477(b)(3)(H)]; and
10. The State has established and will enforce standards and procedures to prevent fraud and abuse in the programs carried out under the plan [Section 477(b)(3)(1)].

for                     *Jim Burke Ricks, Deputy Secretary*                      
Signature of Chief Executive Officer

                    6/27/08                      
Date

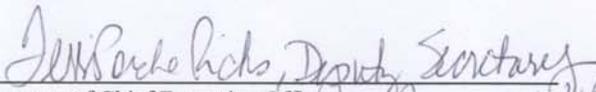
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**State Chief Executive Officer's Certification**  
**for the**  
**Education and Training Voucher Program**  
**Chafee Foster Care Independence Program**

As Chief Executive Officer of the State of Louisiana, I certify that the State has in effect and is operating a statewide program relating to Foster Care Independent Living and that the following provisions were implemented as of September 30, 2003:

1. The State will comply with the conditions specified in [Subsection 477(i)].
2. The State has described methods it will use to:
  - ensure that the total amount of educational assistance to a youth under this and any other Federal assistance program does not exceed the total cost of attendance;
  - and
  - avoid duplication of benefits under this and any other Federal assistance program, as defined in [Section 477(3)(b)(J)].

  
Signature of Chief Executive Officer *for Ann S. Williamson, Secretary*

6/27/08  
Date

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**State Chief Executive Officer's Assurance Statement for**  
**The Child Abuse and Neglect State Plan**

As Chief Executive Officer of the State of Louisiana, I certify that the State has in effect and is enforcing a State law, or has in effect and is operating a statewide program, relating to child abuse and neglect which includes:

1. provisions or procedures for reporting known or suspected instances of child abuse and neglect (section 106(b)(2)(A)(i));
2. policies and procedures (including appropriate referrals to child protection service systems and for other appropriate services) to address the needs of infants born and identified as affected by illegal substance abuse or withdrawal symptoms resulting from prenatal drug exposure, including a requirement that health care providers involved in the delivery or care of such infants notify the child protective services system of the occurrence of such condition in such infants (section 106(b)(2)(A)(ii));
3. the development of a plan of safe care for the infant born and identified as being affected by illegal substance abuse or withdrawal symptoms (section 106(b)(2)(A)(iii));
4. procedures for the immediate screening, risk and safety assessment, and prompt investigation of such reports (section 106(b)(2)(A)(iv));
5. triage procedures for the appropriate referral of a child not at risk of imminent harm to a community organization or voluntary preventive service (section 106(b)(2)(A)(v));
6. procedures for immediate steps to be taken to ensure and protect the safety of the abused or neglected child, and of any other child under the same care who may also be in danger of abuse or neglect; and ensuring their placement in a safe environment (section 106(b)(2)(A)(vi));
7. provisions for immunity from prosecution under State and local laws and regulations for individuals making good faith reports of suspected or known instances of child abuse or neglect (section 106(b)(2)(A)(vii));
8. methods to preserve the confidentiality of all records in order to protect the rights of the child and of the child's parents or guardians, including requirements ensuring that reports and records made and maintained pursuant to the purposes of CAPTA shall only be made available to--
  - a. individuals who are the subject of the report;
  - b. Federal, State, or local government entities, or any agent of such entities, as described in number 9 below;
  - c. child abuse citizen review panels;
  - d. child fatality review panels;
  - e. a grand jury or court, upon a finding that information in the record is necessary for the determination of an issue before the court or grand jury; and
  - f. other entities or classes of individuals statutorily authorized by the State to receive such information pursuant to a legitimate State purpose (section 106(b)(2)(A)(viii));
9. provisions to require a State to disclose confidential information to any Federal, State, or local government entity, or any agent of such entity, that has a need for such information in order to carry out its responsibility under law to protect children from abuse and neglect (section 106(b)(2)(A)(ix));

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10. provisions which allow for public disclosure of the findings or information about the case of child abuse or neglect which has resulted in a child fatality or near fatality (section 106(b)(2)(A)(x));
11. the cooperation of State law enforcement officials, court of competent jurisdiction, and appropriate State agencies providing human services in the investigation, assessment, prosecution, and treatment of child abuse or neglect (section 106(b)(2)(A)(xi));
12. provisions requiring, and procedures in place that facilitate the prompt expungement of any records that are accessible to the general public or are used for purposes of employment or other background checks in cases determined to be unsubstantiated or false, except that nothing in this section shall prevent State child protective services agencies from keeping information on unsubstantiated reports in their casework files to assist in future risk and safety assessment (section 106(b)(2)(A)(xii));
13. provisions and procedures requiring that in every case involving an abused or neglected child which results in a judicial proceeding, a guardian ad litem, who has received training appropriate to the role, and who may be an attorney or a court appointed special advocate who has received training appropriate to that role (or both), shall be appointed to represent the child in such proceedings-
  - a. to obtain firsthand, a clear understanding of the situation and needs of the child; and
  - b. to make recommendations to the court concerning the best interests of the child (section 106(b)(2)(A)(xiii));
14. the establishment of citizen review panels in accordance with subsection 106(c) (section 106(b)(2)(A)(xiv));
15. provisions, procedures, and mechanisms -
  - a. for the expedited termination of parental rights in the case of any infant determined to be abandoned under State law; and
  - b. by which individuals who disagree with an official finding of abuse or neglect can appeal such finding (section 106(b)(2)(A)(xv));
16. provisions, procedures, and mechanisms that assure that the State does not require reunification of a surviving child with a parent who has been found by a court of competent jurisdiction--
  - a. to have committed a murder (which would have been an offense under section 1111(a) of title 18, United States Code, if the offense had occurred in the special maritime or territorial jurisdiction of the United States) of another child or such parent;
  - b. to have committed voluntary manslaughter (which would have been an offense under section 1112(a) of title 18, United States Code, if the offense had occurred in the special maritime or territorial jurisdiction of the United States) of another child or such parent;
  - c. to have aided or abetted, attempted, conspired, or solicited to commit such murder or voluntary manslaughter; or
  - d. to have committed a felony assault that results in the serious bodily injury to the surviving child or another child of such parent (section 106(b)(2)(A)(xvi));
17. provisions that assure that, upon the implementation by the State of the provisions, procedures, and mechanisms under number 16 above, conviction of any one of the felonies listed in number 16 above constitute grounds under State law for the termination

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- of parental rights of the convicted parent as to the surviving children (section 106(b)(2)(A)(xvii));
18. provisions and procedures to require that a representative of the child protective services agency shall, at the initial time of contact with the individual subject to a child abuse and neglect investigation, advise the individual of the complaints or allegations made against the individual, in a manner that is consistent with laws protecting the rights of the reporter (section 106(b)(2)(A)(xviii));
  19. provisions addressing the training of representatives of the child protective services system regarding the legal duties of the representatives, which may consist of various methods of informing such representatives of such duties, in order to protect the legal rights and safety of children and families from the initial time of contact during investigation through treatment (section 106(b)(2)(A)(xix));
  20. provisions and procedures for improving the training, retention and supervision of caseworkers (section 106(b)(2)(A)(xx));
  21. provisions and procedures for referral of a child under the age of 3 who is involved in a substantiated case of child abuse or neglect to early intervention services funded under part C of the Individuals with Disabilities Education Act (section 106(b)(2)(A)(xxi));
  22. not later than June 25, 2005 (2 years after the enactment of Public Law 108-36), provisions and procedures for requiring criminal background checks for prospective foster and adoptive parents and other adult relatives and non-relatives residing in the household (section 106(b)(2)(A)(xxii));
  23. procedures for responding to the reporting of medical neglect (including instances of withholding of medically indicated treatment from disabled infants with life-threatening conditions), procedures or programs, or both (within the State child protective services system), to provide for:
    - a. coordination and consultation with individuals designated by and within appropriate health care facilities;
    - b. prompt notification by individuals designated by and within appropriate healthcare facilities of cases of suspected medical neglect (including instances of withholding of medically indicated treatment from disabled infants with life-threatening conditions); and
    - c. authority, under State law, for the State child protective services system to pursue any legal remedies, including the authority to initiate legal proceedings in a court of competent jurisdiction, as may be necessary to prevent the withholding of medically indicated treatment from disabled infants with life-threatening conditions [Section 106(b)(2)(B)]; and

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24. authority under State law to permit the child protective services system of the State to pursue any legal remedies, including the authority to initiate legal proceedings in a court of competent jurisdiction, to provide medical care or treatment for a child when such care or treatment is necessary to prevent or remedy serious harm to the child, or to prevent the withholding of medically indicated treatments from disabled infants with life-threatening conditions (Section 113).

Signature of Chief Executive Officer:

*Jim Beck Ricks, Deputy Secretary for*  
*Ann D. Williams, Secretary*

Date: 6/27/08

Reviewed by: \_\_\_\_\_  
(ACF Regional Representative)

Dated: \_\_\_\_\_

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**2009 Federal Fiscal Year CFCIP Funds Requested**

CFCIP Federal Funds Requested: \$ 1,358,131.

Request for Re-allotted Funds, (if available); \$ 135,813.

We presently have nine private contractors who provide services in the CFCIP to the foster children and former foster children of Louisiana. The total amount of these contracts is \$ 1,278,131. The amount of CFCIP Federal funds to be used for room and board for youth aging out of foster care from 18 years old up to 21 years old is \$ 35,000. Administrative charges are budgeted for \$ 38,000.

The eligible population is expected to be approximately 2,600 in fiscal year 2009. The estimated number of eligible youth to be served is 1,700. The estimated number of youth 15 to 17 years old to be served will be 1,088 and youth 18 years up to 21 to be served will be 612.

State Match Amount: \$ 339,533.

Sources of State Match:

1. Private providers in kind or cash and may originate with a third party.
2. Expenditures for former foster children 18 years old up to 21 years old for services such as clothing, transportation, evaluations/therapy and room and board are paid with state funds.

I certify that I am authorized to submit CFCIP and CFCIP ETV applications for FY 2009 funds in the state of Louisiana.

Application submitted by:

Ann Silverberg Williamson  
Name

Secretary, Louisiana Department of Social Services  
Title

Signature Ann S. Williamson, Secretary  
6/27/08

Date

Approval Date: \_\_\_\_\_

\_\_\_\_\_  
Signature ACF Regional Administrator or Hub Director

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**2009 Federal Fiscal Year CFCIP ETV Request for Funds**

Federal Funds Requested: \$ 455,811

State Match Amount: \$ 113,953

Request for Re-allotted Funds, (if available): \$ 45,519

Sources: State General Funds paid for education and training related costs, such as room and board.

I certify that I am authorized to submit CFCIP and CFCIP ETV applications for FY 2009 funds in the state of Louisiana.

Application submitted by:

Ann Silverberg Williamson

Name

Secretary, Louisiana Department of Social Services

Title

*Ann Silverberg Williamson*  
Signature

6/27/08  
Date

Approval Date: \_\_\_\_\_

\_\_\_\_\_  
Signature ACF Regional Administrator or Hub Director

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**Financial Comparison, Title IV-B Subpart 2 Expenditures and Annual Budget Request for FFY 2008-2009**

State and local share spending for Title IV-B, Subpart 2 for FFY 2006 for comparison with the 1992 base year amount indicates that \$14,780,673 was spent of which \$11,085,505 was federal funds and \$3,695,168 was state general funds.

Title IV-B Subpart 2 expenditures for family preservation, community-based family support, time-limited family reunification, adoption promotion and support services and administrative costs are listed below.

<b>FFY 2006 Expenditures by purpose</b>		
Family Preservation		22.50%
Family Support Services		22.50%
Time-Limited Family Reunification Services		22.50%
Adoption Promotion and Support Services		22.50%
Administration		10.00%
<b>TOTAL</b>		<b>100.00%</b>

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2008-2009  
 FY 2009

**CFS-101, PART I: Annual Budget Request for Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFOP, CFOP and ETV**  
 Fiscal Year 2009, October 1, 2008 through September 30, 2009

1. State or ITO: Louisiana	2. EIN: 1-72-600-0600-A1
3. Address: Office of Community Services P. O. Box 2316 Baton Rouge, LA 70821	( ) New (X) Revision
5. Estimated Title IV-B, Subpart 1 Funds	\$4,788,757
6. Total Estimated Title IV-B Subpart 2 Funds (FOR STATES: This amount should equal the sum of lines a-g.)	\$478,876
(a) Total administration (not to exceed 10% of estimated allotment)	\$10,085,513
(b) Total Family Support Services	\$2,205,735
(c) Total Title-Limited Family Reunification Services	\$2,205,735
(d) Total Adoption Promotion and Support Services	\$2,205,735
(e) Total for Other Services (not to exceed 10% of estimated allotment)	\$0
(f) Total Administration (FOR STATES ONLY)	\$271,912
(g) Total Administration (FOR STATES ONLY)	\$981,660
7. Re-allocation of Title IV-B, Subpart 2 funds for State and Indian Tribal Organizations a) Indicate the amount of the State's/tribe's allotment that will not be required to carry out the Promoting Safe and Stable Families program. \$0 b) If additional funds become available to States and ITOs, specify the amount of additional funds the State or Tribes is requesting \$891,660.	
8. Child Abuse Prevention and Treatment Act (CAPTA), State Grant (no State match required) Estimate Amount \$365,019 plus additional allocation, as available.	
9. Estimated Child Welfare Foster Care Independence Program (CFOP) funds. (FOR STATES ONLY) (a) Indicate the amount of State's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFOP allotment)	\$1,358,131
10. Estimated amount of State's/tribe's allotment for ETV Funds.	\$73,000
11. Re-allocation of CFOP and ETV Funds a) Indicate the amount of the State's allotment that will not be required to carry out CFOP \$0. b) Indicate the amount of the State's allotment that will not be required to carry out ETV \$0. c) If additional funds become available to States, specify the amount of additional funds the State is requesting for CFOP \$138,813 for ETV \$55,981.	\$455,911
12. Certification by State Agency and/or Indian Tribal Organization The State agency or Indian Tribe submits the above estimates and request for funds under Title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA, State Grant, CFOP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the ACF Regional Office, for the Fiscal Year ending September 30, 2009.	
Signature and Title of Central Office Official <i>Joseph Beck</i> Signature and Title of State/Tribal Agency Official <i>Barbara Sealing DSS</i>	

# STATE OF LOUISIANA

## 2008 Annual Progress and Service Report

OMB APPROVAL # 0980-0047  
Approved through October 31, 2009

CFS-101, PART II: ANNUAL SUMMARY OF CHILD AND FAMILY SERVICES  
State of ITO Louisiana  
For FY October 1, 2008 TO September 30, 2009

SERVICES/ACTIVITIES	ESTIMATED EXPENDITURES BY PROGRAM (IN THOUSANDS)						(g) STATE LOCAL DONATED	(h) NUMBER TO BE SERVED	(i) POPULATION TO BE SERVED	(j) GEOG. AREA TO BE SERVED (Includes both # and type of areas to be served)
	TITLE IV-B		(c) CAPTA*	(d) CFCID*	(e) ETV	(f) TITLE IV-E				
	(a) I-CWS	(b) II-PSSF								
1) PREVENTION & SUPPORT SERVICES (Family Support)	\$902,779	\$2,208,736	\$118,506				\$1,037,171	All eligible children & adults	Statewide	
2) PROTECTIVE SERVICES	\$2,106,488		\$276,513				\$702,161	Regions of abuse/neglect	Statewide	
3) CRISIS INTERVENTION (Family Preservation)		\$2,208,735					\$736,245	Child Family Valid Allegations	Statewide	
4) TIME-LIMITED FAMILY RELINQUICATION SERVICES		\$2,208,735					\$736,245	All Children in Foster Care	Statewide	
5) ADOPTION PROMOTION AND SUPPORT SERVICES		\$2,208,735					\$736,245	Foster Children with prior placement	Statewide	
6) FOSTER CARE MAINTENANCE: (a) FOSTER FAMILY & RELATIVE FOSTER CARE	\$1,300,614						\$5,787,086	All children in Foster Care	Statewide	
(b) GROUP/INSTITUTIONAL CARE							\$2,882,680	All eligible	Statewide	
7) ADOPTION SUBSIDY PMTS.							\$5,316,230	All eligible	Statewide	
8) INDEPENDENT LIVING SERVICES							\$333,526	All eligible	Statewide	
9) EDUCATIONAL AND TRAINING VOUCHERS							\$113,953	All eligible	Statewide	
10) ADMINISTRATION & MANAGEMENT	\$478,876	\$863,861					\$24,984,478	All eligible	Statewide	
11) STAFF TRAINING		\$117,799					\$2,228,868	All eligible	Statewide	
12) FOSTER PARENT RECRUITMENT & TRAINING							\$11,221,420	All eligible	Statewide	
13) ADOPTIVE PARENT RECRUITMENT & TRAINING								All eligible	Statewide	
14) CHILD CARE RELATED TO EMPLOYMENT/TRAINING								All eligible	Statewide	
15) MONTHLY CASEWORKER VISITS								All eligible	Statewide	
14) TOTAL	\$4,788,757	\$10,088,513	\$395,019	\$1,358,131	\$455,811	\$65,238,392	\$57,269,893			

States Only, Indian Tribes are not required to include information on these programs.



# STATE OF LOUISIANA

## 2008 Annual Progress and Service Report

**CFPS-101, PART I: Annual Budget Request for Title IV-B, Subpart 1 & 2 Funds, CAPTA, CFOP and ETV**  
 Fiscal Year 2008, October 1, 2007 through September 30, 2008

<p>1. State or ITO: Louisiana</p> <p>3. Address:                  DSS - Office of Community Services                  P. O. Box 3318                  Baton Rouge, LA 70821</p> <p>5. Estimator Title IV-B, Subpart 1 Funds                  (a) Total amount requested for award: 10% of estimated allotment                  \$4,787,715</p> <p>6. Total Estimated Title IV-B, Subpart 2 Funds (FOR STATES: This amount should equal the sum of lines a-g)</p> <p>(a) Total Family Preservation Services \$9,298,467                  (b) Total Family Support Services \$2,061,551                  (c) Total Time-Limited Family Reunification Services \$2,061,551                  (d) Total Adoption Promotion and Support Services \$2,061,551                  (e) Total for Other Service Related Activities (e.g. Planning) \$0                  (f) Monthly Caseworker Visits (STATES ONLY) \$136,018                  (g) Total Administration (FOR STATES: not to exceed 10% of estimated allotment) \$916,245</p> <p>7. Re-allocation of Title IV-B, Subpart 2 funds for State and Indian Tribal Organizations                  (a) Indicate the amount of the State's allotment that will not be required to carry out the Proceeding Safe and Stable Families program, \$0                  (b) If the amount of the State's allotment that will not be required to carry out the Proceeding Safe and Stable Families program, \$0                  (c) If the amount of the State's allotment that will not be required to carry out the Proceeding Safe and Stable Families program, \$0                  (d) Child Abuse Prevention and Treatment Act (CAPTA): State Grant (no State match required) Estimate Amount: \$395,018 plus additional allotment, as available.</p> <p>9. Estimate amount of State's allotment to be spent on room and board for eligible youth (not to exceed 30% of CFOP allotment)                  (a) \$1,258,131</p> <p>10. Estimated Education and Training Voucher (ETV) Funds                  (a) \$75,000                  (b) \$455,811</p> <p>11. Re-allocation of CFOP and ETV Funds:                  (a) Indicate the amount of the State's allotment that will not be required to carry out CFOP \$0.                  (b) Indicate the amount of the State's allotment that will not be required to carry out ETV \$0.</p> <p>12. Certification by State Agency and/or Indian Tribal Organization:                  The State agency or Indian Tribe certifies that the above estimates and request for funds under Title IV-B, subpart 1 and/or 2, of the Social Security Act, CAPTA, State Grant, CFOP and ETV programs, and agrees that expenditures will be made in accordance with the Child and Family Services Plan, which has been jointly developed with, and approved by, the ACF Regional Office, for the Fiscal Year ending September 30, 2008.</p>	<p>2. EIN: 1-72-600-0800-A1</p> <p>4. Submission:                  ( ) New                  (X) Revision</p> <p>Signature and Title of Central Office Official                    Deputy Secretary DSS</p>
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**STATE OF LOUISIANA**  
**2008 Annual Progress and Service Report**

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**EFFECTIVE DATE AND SECRETARY'S SIGNATURE**

I hereby certify that the State of Louisiana complies with the requirements of law listed in the Assurances and Certifications Section of the 2005 – 2009 Child and Family Services Plan. I have reviewed and approve the 2008 Annual Progress and Services Report submitted herein.

Date: 9-22-08

Certified by:  \_\_\_\_\_

Title: Interim Secretary

Agency: Department of Social Services/Office of Community Services