

LASHAWN A.V. WILLIAMS
IMPLEMENTATION PLAN

Submitted to:

The Honorable Thomas F. Hogan
Judge of the U.S. District Court for the District of Columbia

Developed by:

Center for the Study of Social Policy with the Office of the Mayor and
the Child and Family Services Agency of the District of Columbia and
Children's Rights, Inc.

April 2003

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IMPLEMENTATION PLAN

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I. NAMED PLAINTIFFS

Not applicable; there are no remaining Named Plaintiffs.

II. PROTECTIVE SERVICES

Outcomes

1. CFSA will staff and maintain a 24-hour system for receiving and responding to reports of child abuse and neglect, which conforms to reasonable professional standards.
2. Investigations will be initiated¹ within 48 hours.

Current status:

As of December 31, 2002, 43% of investigations were initiated within 24 hours.

- By June 30, 2003, 60% of investigations will be initiated within 48 hours.
- By December 31, 2003, 75% of investigations will be initiated within 48 hours.
- By June 30, 2004, 80% of investigations will be initiated within 48 hours.
- By December 31, 2004, 85% of investigations will be initiated within 48 hours.
- By June 30, 2005, 90% of investigations will be initiated within 48 hours.
- By December 31, 2005, there will be full compliance with this outcome.

¹ CPS investigations are “initiated” as defined in Section II.G. of the LaShawn Modified Final Order (MFO).

3. Investigations will be completed within 30 days.

*Current status:**As of December 31, 2002, 57% of investigations were complete within 30 days.*

- By June 30, 2003, 60% of investigations will be completed within 30 days.
- By December 31, 2003, 65% of investigations will be completed within 30 days.
- By June 30, 2004, 70% of investigations will be completed within 30 days.
- By December 31, 2004, 75% of investigations will be completed within 30 days.
- By June 30, 2005, 80% of investigations will be completed within 30 days.
- By December 31, 2005, 90% of investigations will be completed within 30 days.
- By June 30, 2006, there will be full compliance with this outcome.

4. CFSA will routinely conduct quality investigations. Evidence of acceptable investigations will include:

- a. Child abuse and neglect reports will include evidence of the use of CFSA's risk assessment protocol(s) in prioritizing response times for initiating investigations, and decisions resulting from an investigation;
 - By December 31, 2003, 50% of child abuse and neglect reports will include evidence of the use of CFSA's risk assessment protocol(s) in prioritizing response times for initiating investigations, and decisions resulting from an investigation.
 - By December 31, 2004, 75% of child abuse and neglect reports will include evidence of the use of CFSA's risk assessment protocol(s) in prioritizing response times for initiating investigations, and decisions resulting from an investigation.

- By December 31, 2005, 80% of child abuse and neglect reports will include evidence of the use of CFSA's risk assessment protocol(s) in prioritizing response times for initiating investigations, and decisions resulting from an investigation.
 - By December 31, 2006, there will be full compliance with this outcome.
- b. Report findings will be based on a full and systematic analysis of a family's situation and the factors placing a child at risk;
- By December 31, 2003, 50% of report findings will be based on a full and systematic analysis of a family's situation and the factors placing a child at risk.
 - By December 31, 2004, 75% of report findings will be based on a full and systematic analysis of a family's situation and the factors placing a child at risk.
 - By December 31, 2005, 80% of report findings will be based on a full and systematic analysis of a family's situation and the factors placing a child at risk.
 - By December 31, 2006, there will be full compliance with this outcome.
- c. Investigations will include appropriate interviews with all children in the household outside the presence of the caretaker, parents or caregivers, and needed collateral contacts or will include documentation, by the worker, of good faith efforts to see the child and that the worker has been unable to locate the child.
- By December 31, 2003, 50% of investigations will include appropriate interviews with all children in the household outside the presence of the caretaker, parents or caregivers, and needed collateral contacts or will include documentation, by the worker, of good faith efforts to see the child and that the worker has been unable to locate the child.
 - By December 31, 2004, 70% of investigations will include appropriate interviews with all children in the household outside the presence of the caretaker, parents or caregivers, and needed collateral contacts or will include documentation, by the worker, of

good faith efforts to see the child and that the worker has been unable to locate the child.

- By December 31, 2005, 80% of investigations will include appropriate interviews with all children in the household outside the presence of the caretaker, parents or caregivers, and needed collateral contacts or will include documentation, by the worker, of good faith efforts to see the child and that the worker has been unable to locate the child.
- By December 31, 2006, there will be full compliance with this outcome.

d. Investigations will show evidence of overall quality.

- By December 31, 2003, 50% of investigations will show evidence of overall quality.
- By December 31, 2004, 60% of investigations will show evidence of overall quality.
- By December 31, 2005, 80% of investigations will show evidence of overall quality.
- By December 31, 2006, there will be full compliance with this outcome.

5. Reports of abuse and neglect in foster homes and institutions shall be comprehensively investigated in accordance with investigation timeframes and policies.

- By December 31, 2003, 75% of reports of abuse and neglect in foster homes and institutions shall be comprehensively investigated in accordance with investigation timeframes and policies.
- By December 31, 2004, 85% of reports of abuse and neglect in foster homes and institutions shall be comprehensively investigated in accordance with investigation timeframes and policies.
- By December 31, 2005, 95% of reports of abuse and neglect in foster homes and institutions shall be comprehensively investigated in accordance with investigation timeframes and policies.

- By December 31, 2006, there will be full compliance with this outcome.
6. CFSA will immediately enter all reports of abuse or neglect into its computerized information systems and shall use the system to determine whether there have been prior reports of abuse or neglect in that family or to that child.
- (Effective March 31, 2003, and ongoing thereafter)
7. Child abuse and/or neglect reports will show evidence that the investigator checked for prior reports of abuse and/or neglect.
- By June 30, 2003, 75% of child abuse and/or neglect reports will show evidence that the investigator checked for prior reports of abuse and/or neglect.
 - By December 31, 2003, 80% of child abuse and/or neglect reports will show evidence that the investigator checked for prior reports of abuse and/or neglect.
 - By December 31, 2004, 90% of child abuse and/or neglect reports will show evidence that the investigator checked for prior reports of abuse and/or neglect.
 - By December 31, 2005, there will be full compliance with this outcome.
8. CFSA shall provide appropriate medical, psychological or psychiatric evaluations of children, as outlined in the MFO, as part of the investigation of abuse or neglect in cases where it is determined that such evaluations are necessary.
- By December 31, 2003, the baseline will be established.
 - By December 31, 2004, CFSA shall provide appropriate medical, psychological or psychiatric evaluations of children, as outlined in the MFO, as part of the investigation of abuse or neglect in cases where it is determined that such evaluations are necessary in 60% of cases.
 - By December 31, 2005, CFSA shall provide appropriate medical, psychological or psychiatric evaluations of children, as outlined in the MFO, as part of the investigation of abuse or neglect in cases

where it is determined that such evaluations are necessary in 80% of cases.

- By December 31, 2006, there will be full compliance with this outcome.
9. CFSA will ensure that children with substantiated abuse or neglect reports who have not had a physical examination during the investigation and have not had a recent exam in the time period recommended by the EPSDT schedule, receive a physical examination within 48 hours of substantiation of cases.
- By December 31, 2004, CFSA will ensure that children with substantiated abuse or neglect reports who have not had a physical examination during the investigation and have not had a recent exam in the time period recommended by the EPSDT schedule, receive a physical examination within 48 hours of substantiation of cases in 50% of cases.
 - By December 31, 2005, CFSA will ensure that children with substantiated abuse or neglect reports who have not had a physical examination during the investigation and have not had a recent exam in the time period recommended by the EPSDT schedule, receive a physical examination within 48 hours of substantiation of cases in 75% of cases.
 - By December 31, 2006, there will be full compliance with this outcome.
10. By March 31, 2004, CFSA will develop or provide access, including notification of availability, to a specialized resource pool of medical, psychological and psychiatric resources that will be made available to workers and/or children and families as needed during an investigation of abuse or neglect.
11. The District of Columbia, through the City-wide Child Fatality Committee, and an Internal CFSA Committee, will conform to the requirements of the MFO for the provision of ongoing independent review of child fatalities of members of the plaintiff class, with procedures for (1) review of child deaths; (2) making recommendations concerning appropriate corrective action to avert future fatalities; and (3) issuing an annual public report and (4) considering and implementing recommendations, as appropriate.

Key Implementation Strategies

1. CFSA will develop and promulgate comprehensive written policy for investigations, including:
 - (a) coordinated investigations with the Metropolitan Police Department;
 - (b) development and implementation of a policy for consistent screening of Hotline calls;
 - (c) policy for prioritization of response and response times;
 - (d) final determination policy;
 - (e) policy for determining whether children are endangered and must be removed from their home; and
 - (f) policy for the use of a standardized form to record all abuse/neglect final determinations.

(Policy developed by June 30, 2003; policy promulgated and fully implemented by September 30, 2003, except for additional implementation/training time for new risk assessment, as indicated below)

 2. a. CFSA will assess the need for, and, if needed, develop/revise and implement a comprehensive risk assessment tool/process for use in all child abuse/neglect investigations.

(Risk assessment modified/revise by September 30, 2003;
Revised risk assessment fully implemented by March 31, 2004)

 - b. Relevant staff will be trained on any new or revised risk assessment tool that may be developed.

(By March 31, 2004)

 3. CFSA will revise and modify its after hours program to improve the efficiency and quality of after hours investigations.

(Revisions completed by April 30, 2003; Implementation by September 30, 2003)
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4. CFSA will develop and implement policies and procedures for appropriately providing medical, psychological and psychiatric evaluations as part of an investigation of abuse and neglect. The policies shall provide that all children for whom such evaluations are necessary during the investigation period, as defined in this policy, shall receive the required evaluations during the investigation process and prior to the time the investigation is completed.

(Policy developed by December 31, 2003; Implementation by March 31, 2004)

5. CFSA will develop and implement policies and procedures so that all children for whom a report of neglect or abuse has been supported, who have not otherwise received a medical examination during the investigation, shall receive a complete medical examination no later than 48 hours after the report has been supported, except in those instances in which it is documented in the case record that the child has recently received a comprehensive medical examination within the time period recommended by the American Academy of Pediatrics guidelines for children of the child's particular age.

(Policies/procedures developed by March 31, 2004;
Implementation between June 30, 2004 and December 31, 2004)

6. a. The District of Columbia Child Fatality Review Committee¹ shall continue to (1) operate in accordance with District law; (2) be adequately staffed to review cases and prepare an annual report; (3) publicly issue an annual report with recommendations; and (4) provide evidence that recommendations were considered and implemented as appropriate.

(By December 31, 2003, and ongoing)

- b. All child fatalities involving a child known to CFSA for four years will be comprehensively reviewed by an Internal CFSA Committee, with a representative of the Court Monitor. The Internal Committee will issue recommendations to the CFSA Director for systemic and case specific change.

(Effective March 31, 2003, and ongoing)

¹ Pursuant to the MFO, the District of Columbia Child Fatality Review Committee shall include a member selected by plaintiffs.

- c. The CFSA Director will consider the recommendations of the Internal CFSA Committee and the City-wide Child Fatality Review Committee and implement, as appropriate.

(Effective March 31, 2003, and ongoing)

7. CFSA, in consultation with the Monitor, will review the functioning of the Hotline to assess appropriateness and consistency of decisions about accepting calls for investigation and develop strategies for improvement, if indicated.

(By December 31, 2003)

III. SERVICES TO CHILDREN AND FAMILIES

Outcomes

1. By September 30, 2005, CFSA will secure commitments from District agencies to partner with CFSA for the provision of services, or otherwise provide or arrange for services required by the MFO, including a) services to enable children who have been the subject of an abuse/neglect report to avoid placement and to remain safely in their own homes; (b) services to enable children who have been returned from foster care to parents or relatives to remain with those families and avoid replacement in foster care; (c) services to avoid disruption of an adoptive placement that has not been finalized and avoid the need for replacement; and (d) services to prevent the disruption of a beneficial foster care placement and avoid the need for replacement.
2. There will be evidence that families routinely are offered and assisted to use MFO required services to meet the goals of safety, permanency and well-being for children.
 - a. Appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services, when applicable, for the purpose of enabling children who have been the subject of a substantiated abuse/neglect report to avoid placement and to remain safely in their own homes.
 - By June 30, 2003, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 50% of applicable cases, for the purpose of enabling children who have been the subject of a substantiated abuse/neglect report to avoid placement and to remain safely in their own homes.
 - By December 31, 2003, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 70% of applicable cases, for the purpose of enabling children who have been the subject of a substantiated abuse/neglect report to avoid placement and to remain safely in their own homes.
 - By December 31, 2004, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 75% of applicable cases, for the purpose of enabling children who have been the subject of a

substantiated abuse/neglect report to avoid placement and to remain safely in their own homes.

- By December 31, 2005, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 80% of applicable cases, for the purpose of enabling children who have been the subject of a substantiated abuse/neglect report to avoid placement and to remain safely in their own homes.
 - By December 31, 2006, there will be full compliance with this outcome.
- b. Appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services, when applicable, for the purpose of enabling children who have been returned from foster care to parents or relatives to remain with those family members and avoid replacement in foster care;
- By June 30, 2003, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 50% of applicable cases, for the purpose of enabling children who have been returned from foster care to parents or relatives to remain with those family members and avoid replacement in foster care.
 - By December 31, 2003, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 70% of applicable cases, for the purpose of enabling children who have been returned from foster care to parents or relatives to remain with those family members and avoid replacement in foster care.
 - By December 31, 2004, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 75% of applicable cases, for the purpose of enabling children who have been returned from foster care to parents or relatives to remain with those family members and avoid replacement in foster care.
 - By December 31, 2005, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 80% of applicable cases, for the purpose of enabling children who have been returned from foster

care to parents or relatives to remain with those family members and avoid replacement in foster care.

- By December 31, 2006, there will be full compliance with this outcome.
- c. Appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services, when applicable, for the purpose of avoiding the disruption of an adoptive placement that has not been finalized.
- By June 30, 2003, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 50% of applicable cases, for the purpose of avoiding the disruption of an adoptive placement that has not been finalized.
 - By December 31, 2003, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 70% of applicable cases, for the purpose of avoiding the disruption of an adoptive placement that has not been finalized.
 - By December 31, 2004, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 75% of applicable cases, for the purpose of avoiding the disruption of an adoptive placement that has not been finalized.
 - By December 31, 2005, appropriate services, including all services identified in the case plan, will be offered and children/families will be assisted to use services in 80% of applicable cases, for the purpose of avoiding the disruption of an adoptive placement that has not been finalized.
 - By December 31, 2006, there will be full compliance with this outcome.
- d. Appropriate services, including all services identified in the case plan, will be provided for the purpose of preventing the disruption of a foster home placement, under those circumstances in which the placement is a long-term placement and the placement is beneficial to the child..

- By June 30, 2003, appropriate services, including all services identified in the case plan, will be provided for the purpose of preventing the disruption of a foster home placement in 50% of applicable cases, under those circumstances in which the placement is a long-term placement and the placement is beneficial to the child.
 - By December 31, 2003, appropriate services, including all services identified in the case plan, will be provided for the purpose of preventing the disruption of a foster home placement in 70% of applicable cases, under those circumstances in which the placement is a long-term placement and the placement is beneficial to the child.
 - By December 31, 2004, appropriate services, including all services identified in the case plan, will be provided for the purpose of preventing the disruption of a foster home placement in 75% of applicable cases, under those circumstances in which the placement is a long-term placement and the placement is beneficial to the child.
 - By December 31, 2005, appropriate services, including all services identified in the case plan, will be provided for the purpose of preventing the disruption of a foster home placement in 80% of applicable cases, under those circumstances in which the placement is a long-term placement and the placement is beneficial to the child.
 - By December 31, 2006, there will be full compliance with the outcome.
3. A CFSA worker or a qualified worker from a service provider authorized by CFSA will visit families in which there has been substantiated abuse or neglect, with a determination that children can be maintained safely in the home with services.
- By June 30, 2003, there will be visitation at least monthly in 50% of cases.
 - By September 30, 2003, there will be visitation at least monthly in 70% of cases.
 - By June 30, 2004, there will be visitation at least monthly in 80% of cases and twice monthly in 25% of cases.

- By June 30, 2005, there will be visitation at least monthly in 90% of cases and twice monthly in 40% of cases.
 - By June 30, 2006, there will be visitation at least monthly in 95% of cases and twice monthly in 50% of cases.
 - By December 31, 2006, there will be full compliance with this outcome.
4. Families who have been the subject of a report of neglect/abuse that has not been founded, will be referred to an appropriate Collaborative or community agency when appropriate.
- By December 31, 2003, the baseline will be established.
 - By December 31, 2004, 50% of families who have been the subject of a report of neglect/abuse that has not been founded, will be referred to an appropriate Collaborative or community agency when appropriate.
 - By December 31, 2005, 70% of families who have been the subject of a report of neglect/abuse that has not been founded, will be referred to an appropriate Collaborative or community agency when appropriate.
 - By December 31, 2006, there will be full compliance with this outcome.
5. CFSA will provide evidence of financial support to community and neighborhood-based services to protect children and support families.

(Documentation of financial support to be provided at least annually in budget and expenditure reports or related reports.)

Key Implementation Strategies

1. CFSA will strengthen policies, procedures and practices regarding the provision of services to families and children, to include:
 - a. Improving the documentation of services provided to stabilize families.
 - b. Implementation of case practice strategies to improve service delivery through:

- i. Regular use of case planning conferences
- ii. Routine use of disruption conferences
- iii. Transfer case staffings when cases are transferred between units or to new workers
- iv. Adoption case staffings

(Strategy Development complete by June 2003;
Implementation between September 30, 2003 and December 31, 2003)

2. CFSA will make services available to children and families through issuance of community-based RFPs *and/or* through coordinating with other District agencies to increase services available to families. Services will include:

- a. Respite Services
- b. Parent education/counseling
- c. Mental health services (including day treatment)
- d. Substance abuse programs
- e. Housing assistance
- f. Day care
- g. Intensive Home-based Services

In providing community-based intensive home-based services, CFSA will provide the equivalent of, but not less than, the service capacity required in Section III (D) of the MFO, unless the bi-annual needs assessment finds a lesser need for community-based intensive home-based services for children and families.

- h. Intensive 14-day assessments
- i. Emergency cash assistance
- j. Access to other public benefits, and
- k. Less intensive family services.

(Progressive Implementation with progress demonstrated between December 31, 2003 and December 31, 2004 with full implementation by December 31, 2005.)

3. CFSA will implement policies and procedures which will enable workers to timely provide, purchase, or arrange for individualized services identified in a child and/or family case plan to meet the needs of a child and/or family.

(By June 30, 2004)

4. CFSA will develop an on-call program of social workers to support families and foster parents.

(Program developed and implemented by September 30, 2003, with revisions implemented, if needed, by June 30, 2004)

5. CFSA will clarify the role of the SSA, clerical assistant, SSR, social worker and supervisor in case planning and the provision of services to children and families through written functional duties, and in CFSA policies and procedures.

(Functional Duties/Policy/Procedure changes complete by April 30, 2003;
Full implementation of changes by September 30, 2003)

IV. EMERGENCY CARE

Outcomes

1. CFSA will maintain compliance with standards set forth in the Modified Final Order.

Key Implementation Strategies

1. No new strategies required.

V. GENERAL ASSISTANCE

Outcomes

1. By September 30, 2004, CFSA and DHS will have in place policies and procedures for appropriate use of general assistance payments for the care of children with unrelated adults, including provision for any applicable oversight and supervision.
2. By September 30, 2004, CFSA and DHS will demonstrate that District General Assistance payments grants are not used as a substitute for financial supports for foster care or kinship care for District children who have been subject to child abuse or neglect.

Key Implementation Strategies

1. CFSA and DHS will review current procedures and strengthen and modify them, if needed, and will implement all necessary changes to assure that general assistance payments grants are not used as a substitute for financial supports for foster or kinship care for District children who have been subject to child abuse or neglect.

(By March 31, 2004)

2. CFSA and DHS will assess current procedures and strengthen and modify them, if needed, for (a) identification by IM of children where there are child protection concerns, and (b) CFSA response to requests for intervention from IM.

(By March 31, 2004)

VI. PLACEMENT OF CHILDREN

Outcomes

1. Children will be placed in appropriate placements.

- a. Children in out-of-home placement will be placed with some or all of their siblings.

Current status:

As of December 31, 2002, 64% of children in foster care and kinship care placements placed with one or more siblings.

- By June 30, 2003, 65% of children in out-of-home placement will be placed with some or all of their siblings.
 - By June 30, 2004, 70% of children in out-of-home placement will be placed with some or all of their siblings.
 - By June 30, 2005, 75% of children in out-of-home placement will be placed with some or all of their siblings.
 - By June 30, 2006, 80% of children in out-of-home placement will be placed with some or all of their siblings.
 - By December 31, 2006, there will be full compliance with this outcome.
- b. Children placed in out-of-home placement will be placed in the least restrictive, most family-like setting appropriate to their needs.
- By December 31, 2003, 50% of children placed in out-of-home placement will be placed in the least restrictive, most family-like setting appropriate to their needs.
 - By December 31, 2004, 70% of children placed in out-of-home placement will be placed in the least restrictive, most family-like setting appropriate to their needs.
 - By December 31, 2005, 80% of children placed in out-of-home placement will be placed in the least restrictive, most family-like setting appropriate to their needs.

- By December 31, 2006, there will be full compliance with this outcome.
- c. Children under 12 will not be routinely placed in congregate care settings.

Current status:

As of December 31, 2002, 68 children under age 13 were in congregate care settings.

- By June 30, 2003, no more than 65 children under 12 will be placed in congregate care settings.
 - By December 31, 2003, no more than 50 children under 12 will be placed in congregate care settings.
 - By June 30, 2004, no more than 35 children under 12 will be placed in congregate care settings.
 - By December 31, 2004, and thereafter, no more than 20 children under 12 will be placed in congregate care settings.
- d. Children placed apart from their siblings will have at least twice monthly visitation with some or all of their siblings.
- By June 30, 2003, the baseline will be established.
 - By June 30, 2004, 50% of children placed apart from their siblings will have at least twice monthly visitation with some or all of their siblings.
 - By June 30, 2005, 70% of children placed apart from their siblings will have at least twice monthly visitation with some or all of their siblings.
 - By June 30, 2006, 75% of children placed apart from their siblings will have at least twice monthly visitation with some or all of their siblings.
 - By December 31, 2006, there will be full compliance with this outcome.

- e. CFSA will have no children stay overnight in its in-house Intake Center.
 - By June 30, 2003, and thereafter, CFSA will have no child under age 12 stay overnight in its in-house Intake Center.
- f. CFSA will not place children more than 100 miles outside the District of Columbia.

Current status:

As of December 31, 2002, CFSA reported 58 children placed more than 100 miles outside the District of Columbia.

- By June 30, 2003, CFSA will not place more than 60 children more than 100 miles outside the District.
 - By June 30, 2004, CFSA will not place more than 50 children more than 100 miles outside the District.
 - By June 30, 2005, CFSA will not place more than 35 children more than 100 miles outside the District.
 - By June 30, 2006, CFSA will not place more than 25 children more than 100 miles outside the District.
 - By December 31, 2006, there will be full compliance with this outcome.
- g. CFSA will investigate relative resources in cases requiring removal of children from their homes.
 - By June 30, 2003, CFSA will investigate relative resources in 50% of cases requiring removal of children from their homes.
 - By June 30, 2004, CFSA will investigate relative resources in 65% of cases requiring removal of children from their homes.
 - By June 30, 2005, CFSA will investigate relative resources in 75% of cases requiring removal of children from their homes.
 - By June 30, 2006, CFSA will investigate relative resources in 85% of cases requiring removal of children from their homes.

- By December 31, 2006, there will be full compliance with this outcome.
- h. CFSA will ensure that children in its custody whose placements are disrupted are provided with a thorough, professional evaluation to determine their service and re-placement needs within 30 days of re-placements.
- By December 31, 2003, CFSA will ensure that children in its custody whose placements are disrupted are provided with a thorough, professional evaluation to determine their service and re-placement needs within 30 days of re-placements in 50% of re-placements.
 - By June 30, 2004, CFSA will ensure that children in its custody whose placements are disrupted are provided with a thorough, professional evaluation to determine their service and re-placement needs within 30 days of re-placements in 60% of re-placements.
 - By December 31, 2004, CFSA will ensure that children in its custody whose placements are disrupted are provided with a thorough, professional evaluation to determine their service and re-placement needs within 30 days of re-placements in 70% of re-placements.
 - By December 31, 2005, CFSA will ensure that children in its custody whose placements are disrupted are provided with a thorough, professional evaluation to determine their service and re-placement needs within 30 days of re-placements in 85% of re-placements.
 - By December 31, 2006, there will be full compliance with this outcome.
2. CFSA will work to reduce multiple placements of children in foster care:
- a. There will be a reduction in the percentage of children who enter foster care after January 1, 2003 who have had three or more placements.
- By September 30, 2003, CFSA and the Court Monitor will establish methodology for measuring multiple placements and the Court Monitor will set benchmarks for progress as of December 31, 2003, and annually thereafter.

- By September 30, 2006, there will be full compliance with this outcome.
- b. There will be a reduction in the percentage of children in foster care who will have had three or more placements in a twelve-month period.

Current status:

As of May 31, 2002, 8% of children had three or more placements in the 12-month period of May 31, 2001 to May 31, 2002.

- By June 30, 2003, no more than 10% of children in foster care will have had three or more placements in the previous 12 months.
 - By June 30, 2004, no more than 8% of children in foster care will have had three or more placements in the previous 12 months.
 - By June 30, 2005, no more than 5% of children in foster care will have had three or more placements in the previous 12 months.
 - By June 30, 2006, there will be full compliance with this outcome.
3. Children will be placed in foster homes and other placements that meet licensing and other MFO placement standards.
- a. Foster homes, group homes, and independent living facilities will have a current and valid license.
- By June 30, 2003, 80% of foster homes, group homes, and independent living facilities will have a current and valid license.
 - By December 31, 2003, 90% of foster homes, group homes, and independent living facilities will have a current and valid license.
 - By June 30, 2004, 95% of foster homes, group homes, and independent living facilities will have a current and valid license.
 - By December 31, 2004, and thereafter, there will be full compliance with this outcome.
- b. Children in foster home placements will be in homes that (1) have no more than three foster children or (2) have six total children including the family's natural children; (3) no more than two children under two years of age or more than three children under six years of age. The sole exception shall be those instances in which the placement of a

sibling group, with no other children in the home, will exceed these limits.

- By December 31, 2003, the baseline will be established.
 - June 30, 2004, no more than 15% of children in foster home placements will be in homes that (1) have more than three foster children or (2) have six total children including the family's natural children; (3) no more than two children under two years of age or more than three children under six years of age. The sole exception shall be those instances in which the placement of a sibling group, with no other children in the home, will exceed these limits.
 - By June 30, 2005, no more than 10% of children in foster home placements will be in homes that (1) have more than three foster children or (2) have six total children including the family's natural children; (3) no more than two children under two years of age or more than three children under six years of age. The sole exception shall be those instances in which the placement of a sibling group, with no other children in the home, will exceed these limits.
 - By December 31, 2005, no more than 8% of children in foster home placements will be in homes that (1) have more than three foster children or (2) have six total children including the family's natural children; (3) no more than two children under two years of age or more than three children under six years of age. The sole exception shall be those instances in which the placement of a sibling group, with no other children in the home, will exceed these limits.
 - By June 30, 2005, there will be full compliance with this outcome.
- c. CFSA will place no child under six years of age in a group care non-foster home setting, except for those children with exceptional needs, which cannot be met in any other type of care.

Current status:

As of December 31, 2002, there were 25 children under six years of age in congregate care facilities.

- By December 31, 2003, there will be no more than 15 children under six years of age in a group care non-foster home setting, except for those children with exceptional needs, which cannot be met in any other type of care.

- By June 30, 2004, there will be no more than 10 children under six years of age in a group care non-foster home setting, except for those children with exceptional needs, which cannot be met in any other type of care.
 - By December 31, 2004, there will be no more than 5 children under six years of age in a group care non-foster home setting, except for those children with exceptional needs, which cannot be met in any other type of care.
 - By June 30, 2005, and thereafter, there will be full compliance with this outcome.
- d. No child will remain in emergency, short-term, or shelter facility or foster home for more than 30 days.
- By December 31, 2003, the baseline performance will be established.
 - By December 31, 2004, there will be a 50% reduction from the baseline in the number of children who remain in emergency, short-term, or shelter facility or foster home for more than 30 days.
 - By December 31, 2005, there will be a 50% reduction from December 31, 2004, performance levels in the number of children who remain in emergency, short-term, or shelter facility or foster home for more than 30 days.
 - By June 30, 2006, no more than 25 children will remain in emergency, short-term, or shelter facility or foster home for more than 30 days.
 - By December 31, 2006, there will be full compliance with this outcome.
- e. No child will be placed in a group-care setting with a capacity in excess of 8 children without express written approval by the Director or designee based on written documentation that the child's needs can be met only in that specific facility, including a description of the services available in the facility to address the individual child's needs.
- By June 30, 2003, the baseline performance will be established.

- By December 31, 2003, there will be a 20% reduction from the baseline of the number of children placed in a group-care setting with a capacity in excess of 8 children without express written approval by the Director or designee based on written documentation that the child's needs can be met only in that specific facility, including a description of the services available in the facility to address the individual child's needs.
 - By June 30, 2004, there will be a 50% reduction from December 31, 2003 performance levels in the number of children placed in a group-care setting with a capacity in excess of 8 children without express written approval by the Director or designee based on written documentation that the child's needs can be met only in that specific facility, including a description of the services available in the facility to address the individual child's needs.
 - By June 30, 2005, there will be a 50% reduction from the June 30, 2004 performance level in the number of children placed in a group-care setting with a capacity in excess of 8 children without express written approval by the Director or designee based on written documentation that the child's needs can be met only in that specific facility, including a description of the services available in the facility to address the individual child's needs.
 - By December 31, 2005, there will be full compliance with this outcome.
- f. No child under 12 shall be placed in a congregate setting for more than 30 days, absent special treatment needs that can be met only in that setting.
- By June 30, 2003, the baseline performance will be established.
 - By December 31, 2003, there shall be a 50% reduction in the number of children placed in a congregate setting for more than 30 days, absent special treatment needs that can be met only in that setting.
 - By December 31, 2004, there shall be a 50% reduction from December 31, 2004 performance levels in the number of children under 12 placed in a congregate setting for more than 30 days, absent special treatment needs that can be met only in that setting.

- By December 31, 2005, there will be full compliance with this outcome.
- g. Children will not be placed in a foster care home or facility in excess of its licensed capacity. The sole exception shall be those instances in which the placements of a sibling group, with no other children in the home, will exceed the limits.
- By June 30, 2003, the baseline will be established. No new placements after June 30, 2003 shall be in foster homes or facilities in excess of its licensed capacity. The sole exception shall be those instances in which the placements of a sibling group, with no other children in the home, will exceed the limits.
 - By June 30, 2004, there will be a 50% reduction from the June 30, 2003 baseline in the number of children placed in a foster care home or facility in excess of its licensed capacity. The sole exception shall be those instances in which the placements of a sibling group, with no other children in the home, will exceed the limits.
 - By June 30, 2005, there will be a 50% reduction from the June 30, 2004 performance levels in the number of children placed in a foster care home or facility in excess of its licensed capacity. The sole exception shall be those instances in which the placements of a sibling group, with no other children in the home, will exceed the limits.
 - By December 31, 2005, and thereafter, there will be full compliance with the requirement that children will not be placed in a foster care home or facility in excess of its licensed capacity. The sole exception shall be those instances in which the placements of a sibling group, with no other children in the home, will exceed the limits.
4. Children in foster care will have a health screening prior to placement.
- By June 30, 2003, 50% of children in foster care will have a health screening prior to placement.
 - By December 31, 2003, 60% of children in foster care will have a health screening prior to placement.
 - By December 31, 2004, 75% of children in foster care will have a health screening prior to placement.

- By December 31, 2005, 90% of children in foster care will have a health screening prior to placement.
 - By December 31, 2006, and thereafter, there will be full compliance with this outcome.
5. Children in foster care will receive a full medical and dental evaluation within 30 days of placement.
- By June 30, 2003, 50% of children in foster care will receive a full medical and dental evaluation within 30 days of placement.
 - By December 31, 2003, 60% of children in foster care will receive a full medical and dental evaluation within 30 days of placement.
 - By December 31, 2004, 75% of children in foster care will receive a full medical and dental evaluation within 30 days of placement.
 - By December 31, 2005, 90% of children in foster care will receive a full medical and dental evaluation within 30 days of placement.
 - By June 30, 2006, there will be full compliance with this outcome.
6. CFSA will continue to maintain responsibility for managing and complying with the Interstate Compact on the Placement of Children (ICPC) for children in its care.
- (Ongoing)

Key Implementation Strategies

1. CFSA will obtain a comprehensive independent assessment of the placement process and Family Resource Units by expert consultants. This review will consider (a) structure of the placement process; (b) policies and procedures involved in making decisions about placement; (c) the appropriate placement for children; and (d) providing appropriate supports to promote reunification and to ensure stability and well-being for children in placement. Upon completion of this review, CFSA, in consultation with the Monitor and Plaintiffs, will develop and finalize action steps to address structure of the placement process, placement policies and procedures, the effectiveness and efficiency of placement supports and the placement decision making process with timelines for implementing agreed upon strategies, for inclusion in the Implementation Plan.

(Consultant review completed by March 31, 2003;
Action Steps developed by June 30, 2003)

2. Beginning March 31, 2005, and every two years thereafter, CFSA will complete a bi-annual assessment of the effectiveness and sufficiency of its placement support service programs. Consistent with the findings of this assessment, CFSA will modify its placement support service programs, if needed, to ensure that placements for children are appropriate and stable. Within 90 days of the completion of the assessment, in consultation with the Monitor, CFSA will develop strategies to implement the recommendations from the bi-annual report. CFSA will propose to the Monitor and plaintiffs action steps for inclusion in the Implementation Plan to implement recommendations to assure appropriateness and stability of placements.

(Assessment by March 31, 2005 and bi-annually thereafter; proposed strategies by June 30, 2005)

3. CFSA will develop a comprehensive foster care policy that includes the following components:
 - a. Children will be placed with families first;
 - b. Procedures to involve family, including extended family, in decisions about appropriate placement;
 - c. Supports available to foster parents;
 - d. Appropriate use of emergency and kinship placements;
 - e. Requirements and procedures for sharing information with foster families, service providers and all who are involved in the case; and
 - f. Expectations of the social worker, supervisor, case aide and foster parent(s).
 - g. Children will be placed with siblings in the least restrictive, most family-like setting to meet individual needs and placed in close proximity to their homes and communities.

(Policy developed by September 30, 2003; Implemented by March 31, 2004)

4. CFSA will develop a formalized way to provide foster parents with all appropriate and available information about a child prior to or at the time of placement.

(By December 31, 2003)

5. CFSA will develop an after hours capacity to service foster parents/families in crisis situations. CFSA will develop a plan delineating how the after hours support will be made available with timeframes for implementation.

(By September 30, 2003)

6. CFSA will conduct an assessment of the capacity to provide health screening and physical and behavioral health evaluations for children in foster care, taking into account the DC Kids evaluation produced by the Court Monitor. From this assessment, CFSA will develop a plan of action and will propose provisions to the plaintiffs and the Court Monitor for incorporation into the Implementation Plan to assure that all children (1) receive a medical screening within 24 hours of entering the Department's custody; (2) a full medical and dental examination within 30 days of entering physical custody; and (3) a thorough professional evaluation of his or her needs within 30 days of re-placement.

(By December 31, 2003)

VII. PLANNING

Outcomes

1. All open cases will have current case plans, as defined in a, b and c below:

- a. Initial case plans will be created within the first 30 days of a child's removal from home.
- b. Case plans will be updated to reflect changing needs.
- c. Case plans will be updated minimally every six months.

Current status:

As of May 31, 2002, approximately 40% of foster home and kinship care cases have current case plans.

- By June 30, 2003, 60% of case plans will be current.
 - By December 31, 2003, 70% of case plans will be current.
 - By June 30, 2004, 85% of case plans will be current.
 - By December 31, 2004, 95% of case plans will be current.
 - By June 30, 2005, and thereafter, there will be full compliance with this outcome.
2. CFSA will develop timely, comprehensive, and appropriate case plans that are developed with the family and reflect current conditions and needs.
- a. Case plans will be reflective of a timely assessment of the individual needs of the child in placement, and the needs of both parents and children as they relate to a child's permanency goal.
 - By December 31, 2003, the baseline will be established.
 - By December 31, 2004, 75% of case plans will be reflective of a timely assessment of the individual needs of the child in placement, and the needs of both parents and children as they relate to a child's permanency goal.
 - By December 31, 2005, 90% of case plans will be reflective of a timely assessment of the individual needs of the child in placement,

and the needs of both parents and children as they relate to a child's permanency goal.

- By December 31, 2006, there will be full compliance with this outcome.
- b. Every reasonable effort will be made to locate family and to develop case plans in partnership with families, their informal support network, and other formal resources working with or needed by the family.
- By December 31, 2003, the baseline will be established.
 - By December 31, 2004, in 75% of case plans, every reasonable effort will be made to locate family and to develop case plans in partnership with families, their informal support network, and other formal resources working with or needed by the family.
 - By December 31, 2005, in 90% of case plans, every reasonable effort will be made to locate family and to develop case plans in partnership with families, their informal support network, and other formal resources working with or needed by the family.
 - By December 31, 2006, and thereafter, there will be full compliance with this outcome.
- c. Case plans will identify permanency-planning goals for children that are appropriate for the child and family and are compliant with District law requirements and timeframes for permanency.
- By December 31, 2003, 75% of case plans will identify permanency-planning goals for children that are appropriate for the child and family and are compliant with District law requirements and timeframes for permanency.
 - By June 30, 2004, 80% of case plans will identify permanency-planning goals for children that are appropriate for the child and family and are compliant with District law requirements and timeframes for permanency.
 - By December 31, 2004, 90% of case plans will identify permanency-planning goals for children that are appropriate for the child and family and are compliant with District law requirements and timeframes for permanency.

- By December 31, 2005, and thereafter, there will be full compliance with this outcome.
- d. Case plans will identify specific services and supports and timetables for providing services needed by families to achieve identified goals.
 - By December 31, 2003, 50% of case plans will identify specific services and supports and timetables for providing services needed by families to achieve identified goals.
 - By December 31, 2004, 60% of case plans will identify specific services and supports and timetables for providing services needed by families to achieve identified goals.
 - By December 31, 2005, 85% of case plans will identify specific services and supports and timetables for providing services needed by families to achieve identified goals.
 - By December 31, 2006, and thereafter, there will be full compliance with this outcome.
- e. Cases will show evidence of appropriate supervisory review of case plan progress.
 - By December 31, 2003, 55% of cases will show evidence of appropriate supervisory review of case plan progress.
 - By December 31, 2004, 75% of cases will show evidence of appropriate supervisory review of case plan progress.
 - By December 31, 2005, 85% of cases will show evidence of appropriate supervisory review of case plan progress.
 - By December 31, 2006, there will be full compliance with this outcome.

3. For children with a goal of reunification, CFSA will facilitate weekly visits between children and their parents.
 - By December 31, 2003, in 40% of cases of children with a goal of reunification, CFSA will facilitate weekly visits between children and their parents.
 - By June 30, 2004, in 60% of cases of children with a goal of reunification, CFSA will facilitate weekly visits between children and their parents.
 - By December 31, 2004, in 80% of cases of children with a goal of reunification, CFSA will facilitate weekly visits between children and their parents.
 - By June 30, 2005, in 85% of cases of children with a goal of reunification, CFSA will facilitate weekly visits between children and their parents.
 - By December 31, 2005, and thereafter, there will be full compliance with this outcome.

4. For children with a goal of reunification, in accordance with the case plan, the assigned worker or designated family services provider shall meet with the parent(s) no less frequently than twice a month in the first three months post-placement unless there is documentation that the parent(s) is(are) unavailable or refuses to cooperate with the Agency.
 - By June 30, 2003, in 50% of cases of children with a goal of reunification, in accordance with the case plan, the assigned worker or designated family service provider shall meet with the parent(s) no less frequently than twice a month in the first three months post-placement unless there is documentation that the parent(s) is(are) unavailable or refuses to cooperate with the Agency.
 - By June 30, 2004, in 60% of cases of children with a goal of reunification, in accordance with the case plan, the assigned worker or designated family service provider shall meet with the parent(s) no less frequently than twice a month in the first three months post-placement unless there is documentation that the parent(s) is(are) unavailable or refuses to cooperate with the Agency.

- By June 30, 2005, in 80% of cases of children with a goal of reunification, in accordance with the case plan, the assigned worker or designated family service provider shall meet with the parent(s) no less frequently than twice a month in the first three months post-placement unless there is documentation that the parent(s) is(are) unavailable or refuses to cooperate with the Agency.
 - By June 30, 2006, and thereafter, there will be full compliance with this outcome.
5. Permanency goals for children in foster care will be appropriate to their needs and family situation and compliant with requirements for permanency in District law, absent a court order requiring a different goal. Goals would be inappropriate if:
- a. A child under the age of 12 has a permanency goal of legal custody with permanent caretakers unless he or she is placed with a relative who is willing to assume long-term responsibility for the child and who has legitimate reasons for not adopting the child and it is in the child's best interest to remain in the home of the relative rather than be considered for adoption by another person.
 - b. A child under the age of 12 has a permanency goal of continued foster care unless CFSA has made every reasonable effort, documented in the record, to return the child home, to place the child with an appropriate family member, or to place the child for adoption, and CFSA has considered and rejected the possibility of the child's foster parents assuming legal custody as permanent caretakers of the child.
 - c. A child under the age of 16 has a permanency goal of independent living.
 - d. A child has a goal of return home if (a) both parents have relinquished custody or are deceased; (b) the parents cannot be located after a diligent search, not to exceed three months from the child's entering placement or a child's parents have been found guilty of repeated serious abuse of or neglect of the child or the siblings such that termination of parental rights is appropriate.
 - By December 31, 2003, in 75% of cases, a child's permanency goal will be appropriate.
 - By December 31, 2004, in 90% of cases, a child's permanency goal will be appropriate.

- By December 31, 2005, and thereafter, there will be full compliance with this outcome.

Key Implementation Strategies

1. CFSA will revise policies and procedures on case planning to incorporate MFO requirements, permanency timeframes in District Law and the participation of youth, parents, families, informal supports, foster parents where applicable, and other service providers.

(By September 30 2003)

2. CFSA will revise and implement policies and procedures that clarify case planning responsibilities when contract agencies are involved.

(Revised policies by June 30, 2003; Implementation by September 30, 2003)

3. CFSA will develop and begin utilizing on a regular basis a quality assurance protocol to facilitate case plans that are timely, comprehensive, individualized, needs based, and current.

(Protocol developed by September 30, 2003; Implementation beginning September 30, 2003 and complete by March 31, 2004)

4. CFSA will develop a process for meeting with the family as soon as possible but no later than within seven (7) days to initiate planning whenever a child is removed from the home. This could include mediation, Team Decision Making, or other family meeting format that accomplishes the same objectives.

(Process developed by September 30, 2003; Implementation between September 30, 2003, and complete by September 30, 2004)

5. CFSA will develop and implement policies and procedures identifying those situations in which clinical expertise will be made available in the case planning process as needed to protect a child's safety, permanency, and well-being.

(Policies to be developed by September 30, 2003; Implementation by March 31, 2004)

6. CFSA will incorporate into new contracts the requirement that contractors will have capacity for community sites for parental visitation.

(By September 30, 2003)

7. CFSA will develop community sites to facilitate supervised and unsupervised parent and child visitation.

(Implementation begun by September 30, 2003; complete by March 31, 2004)

VIII. ADOPTION AND POST ADOPTION**Outcomes**

1. CFSA will have a timely process for moving children to adoption. Evidence of compliance will include:
 - a. Children with a permanency goal of adoption will be in an approved adoptive placement within nine months of their goal becoming adoption.
 - By December 31, 2003, 50% of children with a permanency goal of adoption will be in an approved adoptive placement within nine months of their goal becoming adoption.
 - By December 31, 2004, 75% of children with a permanency goal of adoption will be in an approved adoptive placement within nine months of their goal becoming adoption.
 - By December 31, 2005, 85% of children with a permanency goal of adoption will be in an approved adoptive placement within nine months of their goal becoming adoption.
 - By December 31, 2006, there will be full compliance with this outcome.
 - b. Children with a permanency goal of adoption will have legal action initiated to free them for adoption within 30 days of their permanency goal becoming adoption.
 - By December 31, 2003, 50% of children with a permanency goal of adoption will have legal action initiated to free them for adoption within 30 days of their permanency goal becoming adoption.
 - By June 30, 2004, 75% of children with a permanency goal of adoption will have legal action initiated to free them for adoption within 30 days of their permanency goal becoming adoption.
 - By December 31, 2004, and thereafter, there will be full compliance with this outcome.

- c. CFSA will make all reasonable efforts to ensure children with a permanency goal of adoption will have their adoptions finalized within 12 months of placement in an approved adoptive home.
 - By December 31, 2003, in 50% of cases, CFSA will make all reasonable efforts to ensure children with a permanency goal of adoption will have their adoptions finalized within 12 months of placement in an approved adoptive home.
 - By June 30, 2005, in 65% of cases, CFSA will make all reasonable efforts to ensure children with a permanency goal of adoption will have their adoptions finalized within 12 months of placement in an approved adoptive home.
 - By December 31, 2005, in 85% of cases, CFSA will make all reasonable efforts to ensure children with a permanency goal of adoption will have their adoptions finalized within 12 months of placement in an approved adoptive home.
 - By December 31, 2006, there will be full compliance with this outcome.
2. Within 95 days of a child's permanency goal becoming adoption, CFSA will convene a permanency planning team which will develop a child-specific recruitment plan, if needed, which may include contracting with a private adoption agency.
 - By December 31, 2003, permanency plan meetings will be held and child-specific recruitment plans developed, as needed, for 75% of children with a goal of adoption.
 - By June 30, 2004, permanency plan meetings will be held and child-specific recruitment plans developed, as needed, for 90% of children with a goal of adoption.
 - By December 31, 2004, and thereafter, there will be full compliance with this outcome.
3. CFSA will have in place a process for recruiting, studying and approving families interested in becoming foster or adoptive parents that results in the necessary training, home studies and decisions on approval being completed within 120 days of application.

- By June 30, 2003, decisions will be made in 120 days for 50% of foster and adoptive applicants.
 - By June 30, 2004, decisions will be made in 120 days for 60% foster and adoptive applicants.
 - By June 30, 2005, decisions will be made in 120 days for 75% of foster and adoptive applicants.
 - By June 30, 2006, decisions will be made in 120 days for 85% of foster and adoptive applicants.
 - By December 31, 2006, and thereafter, there will be full compliance with this outcome.
4. CFSA will make available post-adoption services necessary to preserve families who have adopted a child from CFSA or from a contract agency providing adoption services to children committed to CFSA.
- By June 30, 2003, the baseline will be established.
 - By June 30, 2004, in 25% of cases, CFSA will make available post-adoption services necessary to preserve families who have adopted a child from CFSA or from a contract agency providing adoption services to children committed to CFSA.
 - By June 30, 2005, in 60% of cases, CFSA will make available post-adoption services necessary to preserve families who have adopted a child from CFSA or from a contract agency providing adoption services to children committed to CFSA.
 - By June 30, 2006, in 80% of cases, CFSA will make available post-adoption services necessary to preserve families who have adopted a child from CFSA or from a contract agency providing adoption services to children committed to CFSA.
 - By December 31, 2006, there will be full compliance with this outcome.
5. Adoptive families will receive notification at the time that the adoption becomes final of the availability of post-adoption services.
- By June 30, 2004, and thereafter, 90% of adoptive families will receive notification at the time that the adoption becomes final of the availability of post-adoption services.

Key Implementation Strategies

1. CSFA will develop and implement intensive action to facilitate adoption for children currently in foster care placement with a goal of adoption.
 - a. CFSA will clarify in policy the expectations for adoption planning of children in placement consistent with MFO requirements and will provide training to all staff regarding these expectations.

(By September 30, 2003)
 - b. CFSA will complete the identification of all children with a goal of adoption for whom there is no currently identified adoptive resource.

(By March 31, 2003, and ongoing)
 - c. Beginning June 30, 2003, CFSA will convene a permanency planning team meeting to provide for review of children with a goal of adoption and the development of a child-specific recruitment plan, if needed, for any child who has no adoptive resource identified within 95 days of the establishment of the adoption goal.
 - d. CFSA will review progress for each child without an adoptive resource after 35 days of the goal becoming adoption, every 30 days and develop strategies, including contracting with private adoption agencies, where appropriate, to identify an approved adoptive family.

(By March 31, 2004)
 - e. For those children with an adoptive resource but no finalization, CFSA will develop a child specific plan and take all reasonable steps to move the adoption to finalization and review progress on children every 60 days.

(By September 30, 2003)
2. CFSA will provide resources, as needed, both staffing and financial, to its adoption recruitment and support efforts. Before September 30, 2003, CFSA will identify the staff and other resources to be allocated to adoptive home recruitment and support in FY's 2004 and 2005.
3. CFSA will complete the contracting process for the Adoption Resource Center by April 30, 2003.

4. CFSA will utilize the National Adoption Resource Registry, beginning September 30, 2003, and will identify ways to maximize this resource.
5. CFSA will make all reasonable efforts to coordinate adoption activities with DC Superior Court and identify and implement strategies to streamline the adoption process.

(By March 31, 2004)

6. Taking into account existing supports, CFSA, in consultation with the Monitor, will design and implement necessary strategies, including specification of resources for providing post-adoption services necessary to preserve families as outlined in Section VIII, G.2 and 3 of the MFO, especially developing access to and use of mental health and intensive family services to prevent disruption.

(Design complete by March 31, 2004;
Implementation between January 2004 and March 31, 2005).

IX. SUPERVISION OF PLACEMENT**Outcomes**

1. CFSA will increase visitation¹:
 - a. CFSA or contract agencies with any level of case responsibility shall make weekly visits during the first eight weeks of placement to children newly placed in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.) or moved to a new placement.
 - By June 30, 2003, in 30% of applicable cases, there will be weekly visits.
 - By December 31, 2003, in 45% of applicable cases, there will be weekly visits.
 - By June 30, 2004, in 60% of applicable cases, there will be weekly visits.
 - By December 31, 2004, in 75% of applicable cases, there will be weekly visits.
 - By June 30, 2005, in 90% of applicable cases, there will be weekly visits.
 - By June 30, 2005, and thereafter, there will be full compliance with this outcome.
 - b. CFSA or contract social workers with case management responsibility shall make monthly visits to children in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.).
 - By June 30, 2003, CFSA or contract social workers with case management responsibility shall make monthly visits to children in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.) in 70% of cases.

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¹ Pursuant to Section IX.A of the MFO, each visit shall include a visit with the child outside the presence of the foster parent, except when the child is a very young infant.

- By June 30, 2004, CFSA or contract social workers with case management responsibility shall make monthly visits to children in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.) in 90% of cases.
- By December 31, 2004, and thereafter, there will be full compliance with this outcome.

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c. CFSA and contract social workers shall make bi-weekly (twice monthly) visits to children in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.).

- By December 31, 2003, CFSA and contract social workers shall make bi-weekly (twice monthly) visits to children in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.) in 50% of cases.
 - By December 31, 2004, CFSA and contract social workers shall make bi-weekly (twice monthly) visits to children in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.) in 60% of cases.
 - By June 30, 2005, CFSA and contract social workers shall make bi-weekly (twice monthly) visits to children in out-of-home care (foster family homes, group homes, congregate care, independent living programs, etc.) in 80% of cases.
 - By December 31, 2005, and thereafter, there will be full compliance with this outcome.
2. By September 30, 2003, and thereafter, all CFSA contracts with private agencies providing foster care services shall include performance expectations for visitation of children in foster care in compliance with MFO visitation requirements.

Key Implementation Strategies

1. CFSA will clarify in policy the expectations for social work visitation of children in placement consistent with MFO requirements and provide training to all staff regarding these expectations.

(Policy clarification by September 30, 2003; Training complete by December 31, 2003)

2. CFSA will develop and regularly disseminate management reports on social work compliance with the visitation requirements. Compliance data will be aggregated by worker, supervisor, CFSA manager, and individual contract agency to be used as an internal monitoring, assessment and evaluation strategy for managers, supervisors and workers.

(Beginning September 30, 2003, and thereafter)

3. CFSA will develop and promulgate performance-based contracts whereby contract agencies are required to supervise placements at MFO standards. Performance-based contracts to include strategies to leverage performance when contract agencies are not meeting visitation standards.

(Timeframes provided in Chapter XVI, Contract Review)

4. a. CFSA will design and implement strategies to monitor contractor adherence with supervision of placement requirements.

(Implementation beginning September 30, 2003, and ongoing thereafter)

- b. CFSA will have sufficient monitoring staff to provide for a CFSA monitor to annually visit every private agency foster care placement in which a child is placed and the private agency has both child and family case responsibility.

(Monitoring procedures and staff capacity developed by December 31, 2003; full implementation by December 31, 2004).

X. CASE REVIEW SYSTEM

Outcomes

1. By September 30, 2005, CFSA will have implemented an Administrative Case Review process, as defined in Section X.B.1 (a-c) of the MFO, with sufficient staff resources to review foster care cases within 180 days of a child's entry into foster care and every 180 days thereafter.
2. The Administrative Case Review process shall:
 - a. Be staffed by qualified social workers;
 - b. Provide advance notification to social workers, parents, foster parents, youth, Guardian ad litem, and involved service providers, as appropriate;
 - c. Be efficiently and conveniently scheduled to ensure maximum participation of involved parties, especially parents, as appropriate;
 - d. Provide for a comprehensive review of case progress, the appropriateness of permanency goals and placement, and adequacy of services to meet permanency goals and to promote the safety, permanence and well-being of the child.
 - e. Be structured to provide feedback to CFSA management on compliance with agency policies and procedures, District of Columbia law and the MFO.
3. Foster care cases will have had an Administrative Case Review within 180 days of entering care and every 180 days thereafter.

Current status:

Sixty-five percent (65%) of cases are in compliance as of December 31, 2002.

- By June 30, 2003, 70% of foster care cases will have had an Administrative Case Review within 180 days of entering care and every 180 days thereafter.
- By December 31, 2004, 85% of foster care cases will have had an Administrative Case Review within 180 days of entering care and every 180 days thereafter.

- By June 30, 2004, 95% of foster care cases will have had an Administrative Case Review within 180 days of entering care and every 180 days thereafter.
 - By December 31, 2005, and thereafter, there will be full compliance with this outcome.
4. CFSA shall make every reasonable effort to ensure that children in foster care have a permanency hearing in Family Court no later than 14 months after their initial placement.
- By December 31, 2003, in 75% of cases, CFSA shall make every reasonable effort to ensure that children in foster care have a permanency hearing in Family Court no later than 14 months after their initial placement.
 - By June 30, 2004, in 90% of cases, CFSA shall make every reasonable effort to ensure that children in foster care have a permanency hearing in Family Court no later than 14 months after their initial placement.
 - By June 30, 2005, and thereafter, there will be full compliance with this outcome.
5. By September 30, 2005, CFSA will have fully implemented a Quality Assurance system with sufficient staff and resources to assess case practice, analyze outcomes and provide feedback to managers. The Quality Assurance system must annually review cases from each supervisory unit in numbers sufficient to assess compliance with provisions of the MFO and good social work practice and to identify systemic issues and to produce results allowing the identification of specific skills and additional training needed by workers and supervisors.
6. CFSA will conduct appropriate case specific reviews as specified in Section X, D.1 of the Modified Final Order according to the timetable for phased implementation approved by the Court Monitor by September 30, 2003. CFSA will notify the Director or the Director's designee and the Court Monitor on a monthly basis of the cases requiring special case review and the status and outcome of each review.
- By December 31, 2003, CFSA will conduct required case-specific reviews in 75% of appropriate cases as identified in phased implementation timetable.

- By June 30, 2004, CFSA will conduct required case-specific reviews as specified in 75% of appropriate cases as identified in phased implementation timetable.
- By December 31, 2004, CFSA will conduct required case-specific reviews as specified in 75% of appropriate cases as identified in phased implementation timetable.
- By June 30, 2005, and thereafter, CFSA will conduct all case-specific reviews as specified in Section X.D.1 of the Modified Final Order.

Key Implementation Strategies

1. CFSA will redesign the Administrative Review process to improve, among other things, notification and attendance of relevant parties and to provide for a comprehensive review of case progress, permanency goals and adequacy of services. CFSA's redesign will include a strategy to phase-in implementation of the new administrative review process. This redesign will include:
 - a. Development of new policies and procedures.
 - b. Development of capacity to convene early case planning conferences for children entering foster care.
 - c. Development of a new assessment tool that allows for comprehensive case reviews prior to holding an Administrative Case Review.
 - d. Adequate staff and supervision to conduct Administrative Case Reviews.
 - e. Restructuring of the notification and scheduling procedure to provide timely notification and maximize family and foster parent participation.
 - f. Procedures to ensure that review recommendations are reflected in case plans.
 - g. Processes to provide timely feedback to workers and supervisors.
 - h. Accountability mechanisms, which:
 - 1) Require and enforce social worker participation in the review process.
 - 2) Require the Information System to "flag" cases overdue for administrative reviews.

(By September 30, 2003, interim benchmarks for phase-in will be established by CFSA in consultation with the Monitor and incorporated into the Implementation Plan. By September 30, 2004, the redesigned administrative review process will be fully implemented.)

2. CFSA will develop and implement a comprehensive Quality Assurance plan to carry out the full range of quality assurance functions required by the Agency and with the ability to assess the quality of case practice at CFSA and with contract agencies. The plan should identify:
 - a. Organizational unit(s) within CFSA responsible for quality assurance functions.
 - b. The scope of quality assurance functions including capacity for analyzing management and outcome data, administrative reviews, and special case reviews.
 - c. The staffing and resources within those units to carry out identified functions and the timeframes for filling positions, if any, and providing needed resources, if any.
 - d. The policies and procedures to identify areas, consistent with the MFO and management needs, requiring that quality assurance reviews should be undertaken.
 - e. The mechanisms to assure that the results of quality assurance reviews are available to workers, supervisors and program managers and provided to executive management to inform policy and procedure, resource development and training.

(System designed by December 31, 2003; Implementation between January 1, 2004 and December 31, 2004)

3. By September 30, 2003, CFSA will develop procedures to provide for the phased implementation of the special reviews set forth in the MFO. Plans for phased implementation are subject to the approval of the Court Monitor.
4. Beginning December 31, 2003, and every six months thereafter, the Quality Assurance Director will submit to the Director and to the Court Monitor a report summarizing quality assurance activities, the results of the quality assurance process and the steps that have been taken or need to be taken to remedy problems or noncompliance with the Modified Final Order. The report shall contain no individually identifiable information and shall be public information.

XI. CASELOADS, XII. STAFFING , AND XIII. WORKER QUALIFICATION**Outcomes**

1. The caseload of each worker conducting investigations of reports of abuse and/or neglect shall not exceed a maximum of 12 investigations at any one time.
 - By June 30, 2003, the caseload of each worker conducting investigations of reports of abuse and/or neglect shall not exceed a maximum of 16 investigations at any one time.
 - By December 31, 2003, the caseload of each worker conducting investigations of reports of abuse and/or neglect shall not exceed a maximum of 14 investigations at any one time.
 - By June 30, 2004, and thereafter, the caseload of each worker conducting investigations of reports of abuse and/or neglect shall not exceed a maximum of 12 investigations at any one time.
2. The caseload of each CFSA worker and private agency worker providing services to children and families in which the child or children in the family are living in their home shall not exceed 17 families.
3. The caseload of each CFSA worker and private agency worker providing services to children in placement, including children in Emergency Care and children in any other form of CFSA physical custody, shall not exceed 12 for children with special needs and shall not exceed 20 for all other children.
 - By March 31, 2003, baseline caseload levels of each CFSA worker and private agency worker providing services to children, whether in their home or in placement, will be established.
 - By September 30, 2003, the caseload of each CFSA worker and private agency worker providing services to children, whether in their home or in placement, and families shall not exceed 27 cases.
 - By December 31, 2003, the caseload of each CFSA worker and private agency worker providing services to children, whether in their home or in placement, shall not exceed 23 cases.

- By June 30, 2004, the caseload of each CFSA worker and private agency worker providing services to children, whether in their home or in placement, and families shall not exceed 20 cases.
 - By September 30, 2004, the caseload of each CFSA worker and private agency worker providing services to children, whether in their home or in placement, and families shall not exceed 17 cases.
 - By December 31, 2004, there will be full compliance with MFO caseload standards.
4. The caseload of each CFSA worker having responsibility for any child in the Adoption Unit shall not exceed 12 children, or 15 children involving cases of independent adoption.
- By March 31, 2003, the baseline caseload level of each CFSA worker having responsibility for any child in the Adoption Unit shall be established.
 - By September 30, 2003, the caseload of each CFSA worker having responsibility for any child in the Adoption Unit shall not exceed 27 children.
 - By December 31, 2003, the caseload of each CFSA worker having responsibility for any child in the Adoption Unit shall not exceed 23 children.
 - By June 30, 2004, the caseload of each CFSA worker having responsibility for any child in the Adoption Unit shall not exceed 20 children.
 - By September 30, 2004, the caseload of each CFSA worker having responsibility for any child in the Adoption Unit shall not exceed 17 children.
 - By December 31, 2004, and thereafter, there will be full compliance with this outcome.
5. The caseload of each CFSA and private agency worker having responsibility for conducting home studies shall not exceed 30 cases.
- By December 31, 2003, the baseline caseload of each CFSA and private agency worker having responsibility for conducting home studies shall be established.

- By June 30, 2004, the caseload of each CFSA and private agency worker having responsibility for conducting home studies shall not exceed 35 cases.
 - By December 31, 2004, and thereafter, the caseload of each CFSA and private agency worker having responsibility for conducting home studies shall not exceed 30 cases.
6. Supervisors who are responsible for supervising CFSA and private agency social workers who carry caseloads shall be responsible for no more than six workers, including case aides, or five case workers.
- By June 30, 2003, 50% of supervisors who are responsible for supervising CFSA and private agency social workers who carry caseloads shall be responsible for no more than six workers, including case aides, or five case workers.
 - By December 31, 2003, 80% of supervisors who are responsible for supervising CFSA and private agency social workers who carry caseloads shall be responsible for no more than six workers, including case aides, or five case workers.
 - By December 31, 2004, 90% of supervisors who are responsible for supervising CFSA and private agency social workers who carry caseloads shall be responsible for no more than six workers, including case aides, or five case workers.
 - By December 31, 2005, 95% of supervisors who are responsible for supervising CFSA and private agency social workers who carry caseloads shall be responsible for no more than six workers, including case aides, or five case workers.
 - By December 31, 2006, and thereafter, there will be full compliance with this outcome.
7. No CFSA or private agency supervisor will be responsible for the management of any cases except in those situations in which the assigned worker leaves without providing notice, and in such circumstances, only for a five-day period.
- By December 31, 2003, 80% of supervisors will not be responsible for the management of any cases except in those situations in which the assigned worker leaves without providing notice, and in such circumstances, only for a five-day period.

- By June 30, 2004, 90% of supervisors will not be responsible for the management of any cases except in those situations in which the assigned worker leaves without providing notice, and in such circumstances, only for a five-day period.
 - By December 31, 2005, and thereafter, there will be full compliance with this outcome.
8. Beginning September 30, 2003 and thereafter, there will be no unassigned cases.
 9. Unless otherwise agreed, all social worker hires at CFSA must have a MSW or BSW before being employed as trainees.
 10. All social work staff must meet District of Columbia licensing requirements to carry cases independently of training units.
 11. By September 30, 2005, and continuously thereafter, CFSA will have sufficient staff to meet the caseload requirements of the MFO, or any subsequent modifications thereto, that are approved by the Court unless defendants can otherwise demonstrate substantial compliance with the MFO.

Key Implementation Strategies

1. CFSA will complete a workload study by March 31, 2004, which shall consider, among other things, the use of a weighing formula and the adequacy of MFO caseload standards and propose modification, if indicated, for consideration by the parties.
2. CFSA, in consultation with national experts, will implement strategies to recruit and retain qualified social workers.

(By September 30, 2003 and thereafter)
3. By June 30, 2003, and annually thereafter, CFSA will develop and implement a written recruitment and retention plan that identifies CFSA strategies, timeframes and recruitment resources allocated to ensure there are sufficient professional and paraprofessional staff to achieve compliance with the caseload ratios specified in the MFO.
4. By June 30, 2003, CFSA will review and compare total projected caseloads against MFO caseload standards to project the number of licensed social workers and supervisory social workers, case aides and support staff needed to

meet the caseload ratios established in the MFO. The Staffing projection will also identify the staffing levels of other key functional areas including a) Training, b) Resource Development (including Licensing and Monitoring), c) Contracting, d) Quality Assurance, and e) OCC legal staff needed to carry out legal representation functions for the Agency. Based on these projections, CFSA, in consultation with the Monitor, will develop annual hiring targets with six month benchmarks.

- a. For FY 2003, CFSA will increase the number of social work staff to 300 by September 30, 2003, and increase supervisory staff for these workers to 60 by September 30, 2003.
 - b. For FY 2004, CFSA will increase the number of social workers to 350 and supervisory staff to 70 by September 30, 2004, unless all caseload bench-marks for September 30, 2004 are met with fewer staff. This target will be reviewed quarterly with the Court Monitor and readjusted if caseload levels drop and fewer staff are needed.
5. The Mayor of the District of Columbia shall exercise, as necessary, the full extent of his authority under the Comprehensive Merit Personnel Act ("CMPA") in order to facilitate the hiring and retention of staff to meet the caseload standards required by the MFO.
 6. CFSA will routinely conduct exit interviews for social work staff leaving the agency and analyze the information provided to inform recruitment and retention practices.

(Beginning March 31, 2003, and ongoing)
 7. CFSA will evaluate the effectiveness of the B.S.W. plan developed and approved pursuant to the October 23, 2000 Court Order and submit recommendations for modification, if appropriate, with the consent of plaintiffs, to the Court Monitor for approval by September 30, 2004.

XIV. TRAINING

Outcomes¹

1. New workers will receive the required 80 hours of pre-service training through a combination of classroom and on-the-job training in assigned training units.
 - By June 30, 2003, 90% of new workers will receive the required 80 hours of pre-service training through a combination of classroom and on-the-job training in assigned training units.
 - By December 31, 2003, and thereafter, all new workers will receive the required 80 hours of pre-service training through a combination of classroom and on-the-job training in assigned training units.
2. Foster parents will receive a minimum of 15 hours of pre-service training.
 - By December 31, 2003, 95% of foster parents will receive a minimum of 15 hours of pre-service training.
 - By June 30, 2004, and thereafter, there will be full compliance with this outcome.
3. Adoptive parents will receive a minimum of 30 hours of training, excluding the orientation process.
 - By December 31, 2003, and thereafter, 95% of adoptive parents will receive a minimum of 30 hours of training, excluding the orientation process.
 - By June 30, 2004, there will be full compliance with this outcome.
4. Beginning September 30, 2003, CFSA will offer regularly scheduled judicial training.
5. Previously hired workers will receive annually a minimum of 40 hours of in-service training geared toward professional development and specific core and advanced competencies.
 - By December 31, 2003, baseline information on number of previously hired workers annually receiving a minimum of 40 hours of in-service

¹ All training outcomes and requirements, unless explicitly stated otherwise, apply to both CFSA and private agency workers.

training geared toward professional development and specific core and advanced competencies will be established.

- By June 30 2004, 70% of previously hired workers will receive annually a minimum of 40 hours of in-service training geared toward professional development and specific core and advanced competencies.
 - By June 30, 2005, 80% of previously hired workers will receive annually a minimum of 40 hours of in-service training geared toward professional development and specific core and advanced competencies.
 - By June 30, 2006, 85% of previously hired workers will receive annually a minimum of 40 hours of in-service training geared toward professional development and specific core and advanced competencies.
 - By December 31, 2006, there will be full compliance with this outcome.
6. New supervisors will receive a minimum of 40 hours of pre-service training on supervision of child welfare workers within three months of assuming supervisory responsibility.
- By June 30, 2003, 50% of new supervisors will receive a minimum of 40 hours of pre-service training on supervision of child welfare workers. This training will begin within three months of a person assuming supervisory responsibility and is completed over a 5-month period.
 - By December 31, 2003, 70% of new supervisors will receive a minimum of 40 hours of pre-service training on supervision of child welfare workers. This training will begin within three months of a person assuming supervisory responsibility and is completed over a 5-month period.
 - By June 30, 2004, 80% of new supervisors will receive a minimum of 40 hours of pre-service training on supervision of child welfare workers. This training will begin within three months of a person assuming supervisory responsibility and is completed over a 5-month period.
 - By December 31, 2004, 90% of new supervisors will receive a minimum of 40 hours of pre-service training on supervision of child welfare workers. This training will begin within three months of a person assuming supervisory responsibility and is completed over a 5-month period.

- By June 30, 2005, and thereafter, there will be full compliance with this outcome.
7. Supervisors will receive annually a minimum of 24 hours of ongoing training.
- By December 31, 2003, 50% of supervisors will receive annually a minimum of 24 hours of ongoing training.
 - By June 30, 2004, 75% of supervisors will receive annually a minimum of 24 hours of ongoing training.
 - By June 30, 2005, 85% of supervisors will receive annually a minimum of 24 hours of ongoing training.
 - By December 31, 2005, and thereafter, there will be full compliance with this outcome.
8. CFSA and contract agency foster parents will receive annually a minimum of 15 hours of in-service training.
- By December 31, 2003, 70% of foster parents will receive annually a minimum of 15 hours of in-service training.
 - By December 31, 2004, 90% of foster parents will receive annually a minimum of 15 hours of in-service training.
 - By December 31, 2005, and thereafter, there will be full compliance with this outcome.
9. Social workers and supervisors at contract private agencies will receive the required 80 hours of pre-service training and ongoing training, as required for CFSA social workers.
- By December 31, 2003, 70% of social workers and supervisors at contract private agencies will receive the required 80 hours of pre-service training and 40 hours of ongoing training, as required for CFSA social workers.
 - By December 31, 2004, 90% of social workers and supervisors at contract private agencies will receive the required 80 hours of pre-service training and 40 hours of ongoing training, as required for CFSA social workers.

- By December 31, 2005, and thereafter, there will be full compliance with this outcome.

10. CFSA administrators will receive annually a minimum of 24 hours of training.

- By December 31, 2003, 70% of CFSA administrators will receive annually a minimum of 24 hours of training.
- By December 31, 2004, 85% of CFSA administrators will receive annually a minimum of 24 hours of training.
- By December 31, 2005, and thereafter, there will be full compliance with this outcome.

Key Implementation Strategies

1. By September 30, 2003, CFSA will develop a training advisory committee or alternative formal assessment process to provide on-going guidance and feedback regarding training design and activities.
2. By December 31, 2003, CFSA will adequately staff the Training Division and provide the needed resources to meet the MFO training requirements.
3. CFSA will redesign their training academy to provide or arrange for a system of training and professional development activities that are competency based for each level of staff.
 - a. CFSA will develop an annual training plan by September 30, 2003, and annually thereafter, that identifies the training to be provided to social workers, supervisors, managers, private providers, foster and adoptive parents, and attorneys as well as the training that will be offered for the judicial system.
 - b. Training at CFSA shall include, among other things, substantive MFO training requirements such as training:
 - i. for workers in utilizing new or revised risk assessment tool(s),
 - ii. to improve documentation of supports and services provided to families;
 - iii. to assist workers in crafting services and plans to meet individualized family needs,
 - iv. for workers and foster parents on revised foster care policies,
 - v. regarding the expectations for the visitation of children in placement,

- vi. for workers and their supervisors on the case planning process,
and
 - vii. for workers on the expectations for adoption planning for
children in placement consistent with MFO requirements.
- c. CFSA will implement a process to assess knowledge acquisition of
newly hired staff following the completion of pre-service training, as
well as assess the competency of staff during the on-the-job training in a
training unit.

(By September 30, 2004)

- d. CFSA will implement a process to assess knowledge acquisition of
newly hired or newly promoted supervisors following the completion of
supervisory training as well as assess the competency of supervisors
during their probationary period.

(By September 30, 2004)

4. By December 31, 2003, CFSA will have in place a system to track all staff
participation in required training.
5. Beginning September 30, 2003, CFSA will have written training curricula,
available for review by the Court Monitor that focuses on practice model
competencies and on continuous professional development for staff and for
foster/adoptive parents.
6. CFSA will maintain training units as a mechanism for orienting and integrating
new staff into the Agency.

(Beginning December 30, 2003, and thereafter)

XV. RESOURCE DEVELOPMENT

Outcomes

1. By September 30, 2004, CFSA will provide evidence of adequate Resource Development capacity within the Agency, with sufficient staff, and other resources to carry out MFO resource development functions. Critical resource development functions include:
 - a. Development of out-of-home care resources including greater availability of foster home resources;
 - b. Development of in-home and community service resources;
 - c. Continued development of the neighborhood-based service system; and
 - d. Linkages with other public and private agencies, including negotiated agreements for service provision by other District agencies (e.g., mental health, substance abuse housing, daycare and child development).

CFSA will make incremental annual progress on these resource development obligations. By September 30 of each year, CFSA will provide the Monitor with documentation of resource development activities and progress in creating adequate resource development capacity.
2. By December 31, 2003, CFSA will complete a needs assessment, which will include an assessment of placement support services, to determine what services are available and the number and categories of additional services and resources, if any, that are necessary to ensure compliance with the MFO. The needs assessment shall be a written report. The needs assessment, including the report, shall be repeated every two years.
3. Within three months of the completion of the needs assessment by March 31, 2004, CFSA will produce a written Resource Development Plan identifying the services required and how they will be funded/developed. The Plan shall specify the quantity of each category of resources and services, the time period within which they will be developed, and the specific steps that will be taken to ensure that they are developed. CFSA will then take necessary steps to implement this plan.
 - a. The plan shall project the number of emergency placements, foster homes, group homes, therapeutic foster homes, and institutional

- placements that will be required by children in CFSA custody during the upcoming fiscal year.
- b. Consistent with these projections, the plan will identify strategies to assure that CFSA has available, either directly or through contract, a sufficient number of appropriate placements for all children in its physical or legal custody.
 - c. The plan shall project the needs for community-based services to prevent unnecessary placement, replacement, adoption and foster home disruption.
 - d. The plan shall identify how the Agency is moving to ensure decentralized neighborhood- and community-based services.
 - e. The plan shall include an assessment of the need for adoptive families and strategies for the recruitment, training, and retention of adoptive families based on the annual assessment.
 - f. The Resource Development Plan will be updated annually by March 31st of each year.
4. By December 31, 2003, CFSA will have in place necessary resources to permit the Licensing & Monitoring Unit to enforce effectively regulations for original and renewal licensing of foster homes, group homes and independent living facilities.
 5. Beginning September 30, 2003, and thereafter, CFSA shall license relatives as foster parents in accordance with District law, District licensing regulations and ASFA requirements.

Key Implementation Strategies

1. CFSA will adequately staff and support the Resource Development functions of the Agency.

(Initial implementation by March 31, 2004; complete by September 30, 2004)
2. Resources to implement the Resource Development Plan will be identified through operational interagency agreements and/or the budgets of CFSA and/or other District agencies.
 - a. CFSA will secure commitments from District agencies to partner with CFSA for the provision of services to children and families, as appropriate.

- b. Working with appropriate District of Columbia agencies, CFSA will develop additional treatment resources, in the Washington, DC Metropolitan area, for children with special health and behavioral needs, if identified as a need in the Resource Development needs assessment, in order to serve children now residing in residential treatment outside of DC.

(Plan developed by March 31, 2004; implementation in accordance with the Plan between March 31, 2004 and March 31, 2006)

- 3. By June 30, 2004, CFSA will increase the number of licensed foster family homes (including traditional, proctor and therapeutic homes) by 20%, unless the needs assessment provides evidence of a lesser need.
- 4. By December 31, 2003, CFSA will timely license foster homes, group homes and independent living facilities and by March 31, 2004, CFSA will demonstrate the capacity to effectively monitor the homes and enforce the licensing regulations:
 - a. CFSA will identify the responsibilities and functions, including the management and supervisory structure needed to carry out the implementation and enforcement of licensing and monitoring standards for foster family homes, group homes and independent living facilities.

(By June 30, 2003)

- b. CFSA will review the qualifications and competencies required for licensing/monitoring staff. Modification of job descriptions, qualifications and training of existing staff will be completed as appropriate.

(By September 30, 2003)

- c. CFSA will provide sufficient Licensing & Monitoring staff and make best efforts to hire the 20 new positions by September 30, 2003 (unless CFSA can demonstrate that this function can be fulfilled with fewer staff); subsequent staffing, including additional staff if necessary, shall be included in the annual staffing projections identified in Section XII, Strategy 4.

- d. CFSA will implement strategies for orderly transition and replacement of children from facilities that do not meet licensing standards.

(By March 31, 2004)

5. CFSA will develop and implement policies on the licensure of kinship foster homes.

(By September 30, 2003)

6. The District will make all reasonable efforts to provide timely access to criminal records and FBI clearance information necessary for approval of emergency placements for children with relatives and approval of foster and adoptive families.

(By September 30, 2003)

XVI. CONTRACT REVIEW

Outcomes

1. By December 31, 2003, CFSA will have in place a functioning contracting system that (a) develops procurements for identified placement and service needs; (2) issues contracts in a timely manner to qualified service providers in accordance with District laws and regulations, and (c) monitors contract performance on a routine basis.
2. By September 30, 2005, CFSA will fully implement a performance-based contracting system with capacity to monitor performance on outcomes and make decisions based on achievement of outcomes.
 - a. By September 30, 2003, Contracts for family and group care will include performance measures, which will assist in placement stability, will focus on strengthening capacity to support children in family settings and will be clear with respect to CFSA expectations regarding contractor responsibilities to children and families.
 - b. By September 30, 2004, CFSA will routinely consider provider performance on established standards and expectations as a part of its contracting decisions.
 - c. By September 30, 2005, CFSA will provide evidence of a fully functioning performance-based contracting system.
3. Beginning September 30, 2003, and thereafter, CFSA contracts for services will include a provision, which requires the provider to accept all clients referred pursuant to the terms of the contract, except for a lack of a vacancy.
4. Beginning September 30, 2003, and thereafter, CFSA contracts with private agencies providing foster care services shall include performance standards for visitation of children in foster care and other practice standards in compliance with Implementation Plan and MFO requirements.

Key Implementation Strategies

1. By June 30, 2003, based on the review of the CFSA's contract operations and internal expertise, CFSA will complete restructuring of its Contracts Office and review and modify relevant job descriptions.

2. By December 31, 2003, CFSA will hire or obtain through contract, a Contracting Officer, Contract Manager, 5 contract specialists, and a cost price analyst, unless it can establish that it can comply with the MFO with fewer staff.
3. By December 31, 2003, CFSA will ensure all Contracts office staff participate in training, including specific training relating to performance based contracting and methods of contracting in compliance with District law and regulations.
4. By March 31, 2004, CFSA will obtain an independent review of its Contracts Operations to include an assessment of a) contracting policies and procedures, b) job descriptions and qualifications of contracting staff, and c) the ability to meet contracting outcomes including timely solicitation and awarding of contracts and effective contract monitoring. Based on the review and recommendations, CFSA, in consultation with the Monitor, will propose additional action steps to improve the contracting system to the Monitor and the Plaintiffs for inclusion in the Implementation Plan.

(Independent review complete by June 30, 2004; Plan to improve contracts operations developed by September 30, 2004; for full implementation by September 30, 2005)

5. CFSA will revise its policies and procedures for specific contract performance to include performance-based outcomes.

(By September 30, 2004)

6. CFSA will issue new RFPs and award contracts for:
 - a. Congregate care
(First round of awards by September 30, 2003)
 - b. Family care
(First round of awards by September 30, 2003)
 - c. Community based care/preventative services
(First round of awards by September 30, 2003)

XVII. INFORMATION SYSTEMS

Outcomes

1. CFSA shall develop and maintain a unitary computerized information system and will take all reasonable and necessary steps to achieve and maintain accuracy.
2. By December 31, 2004, and thereafter, CFSA will provide evidence of the capacity of FACES Management Information System to produce appropriate, timely and accurate worker/supervisor reports and other management reports which will assist the Agency in meeting goals of safety, permanence and well-being and the requirements of the MFO.

Key Implementation Strategies

1. CFSA, with the approval of the Court Monitor, will identify the reports to be produced in FACES and the frequency of reports which will assist the agency in meeting goals of safety, permanence, well-being and monitoring compliance with the MFO and implementation plan.

(By September 30, 2003)

2. CFSA will assess the capacity of FACES to reliably produce the data elements and supervisory reports needed by management and supervisory personnel as well as by the Court Monitor. This will include required monthly child-specific noncompliance reports as identified in Section XVII, E, 1, a.-j. of the MFO. Based on the assessment, CFSA, in consultation with the Court Monitor, will develop a timeframe for production of required data elements/reports.

(FACES assessment and agreement with the Court Monitor on a schedule to phase in the development of reports will be complete by December 31, 2003. Reports will be phased in between September 30, 2003 and September 30, 2004.)

3. For those data elements that the assessment determines to be currently unreliable, CFSA will develop and implement strategies to improve the accuracy and reliability of the data.

(A timetable for developing and implementing strategies to improve the accuracy and reliability of data will be developed by December 31, 2003, for approval by the Monitor, leading to full implementation of all strategies by December 31, 2004).

XVIII. FINANCIAL DEVELOPMENT

Outcomes

1. CFSA will demonstrate compliance with Sections A and B of Chapter XVIII of the Modified Final Order concerning federal revenue maximization and financial development.
2. The District shall provide evidence that the Agency's annual budget complies with Paragraph 7 of the October 23, 2000 Order providing customary adjustments to the FY 2001 baseline budget and adjustments to reflect increase in foster parent payments and additional staff required to meet caseload standards, unless demonstrated compliance with the MFO can be achieved with fewer resources.
3. The District shall provide evidence of compliance with Paragraph 4 of the October 23, 2000 Order that CFSA staff shall be exempt from any District-wide furloughs and from any District-wide agency budget and/or personnel reductions that may be otherwise imposed.

Key Implementation Strategies

1. CFSA and the Court Monitor will annually review revenue maximization activities and outcomes to assess effectiveness of revenue maximization policies, procedures and results.

(By December 31, 2003, and annually thereafter)

2. Foster parent board rates shall be adjusted annually at the start of each fiscal (or calendar) year to assure that they meet the USDA standard for raising a child in the urban south.

(By September 30, 2003, and annually thereafter)

XIX. SPECIAL CORRECTIVE ACTION

Outcomes

1. By September 30, 2003, and thereafter, CFSA will produce accurate monthly reports identifying children in each of the nine Corrective Action Categories.
2. Beginning January 1, 2004, and thereafter, CFSA will conduct a specific case review by the Director or Director's designee and reach agreement with the Monitor on a child-specific corrective plan that will be implemented for any child identified in a corrective action category for more than 90 days. Compliance dates for this outcome will be phased in by category between January 1, 2004 and September 30, 2005.

Key Implementation Strategies

Additional implementation strategies to reduce the number of children in Corrective Action can be found in Sections III, VI, VII, X and XV of the Implementation Plan.

1. Implementation of Administrative Case Review procedures.

(See Chapter X for interim benchmarks on implementation of administrative case review system beginning June 30, 2003; full implementation by September 30, 2004)
2. Quality Assurance staff will have the capacity to identify children remaining in Corrective Action Categories, review information monthly on the children in Corrective Action categories, and monitor implementation of remedial action by CFSA or contract agency staff.

(By December 31, 2003)
3. Policies and procedures will be developed to provide a supervisory review of a child's case and a plan for remedial action, within 30 days of a child being identified in a Corrective Action Category.

(By December 31, 2003)
4. Policies and procedures will be developed to provide a child specific case review by for children who remain in a Corrective Action category for 90 days or more.

- a. CFSA will develop a time-table for phasing in child-specific case reviews by corrective action category, for approval by the Monitor.

(Timetable developed by September 30, 2003 for beginning implementation January 1, 2004 and full implementation by September 30, 2005)

- b. The Court Monitor will be informed in writing of children who remain in Corrective Action categories for 90 days or more and provide with a monthly schedule of case-specific reviews of these children's cases. The Monitor will participate in the review of these cases and the identification and monitoring of remedial actions.

(Beginning January 1, 2004, according to approved timetable)

XX. OTHER

Outcomes

1. CFSA will maintain an independent advisory group of experts, selected in consultation with the Monitor and others, so long as private funds can be raised to support this.