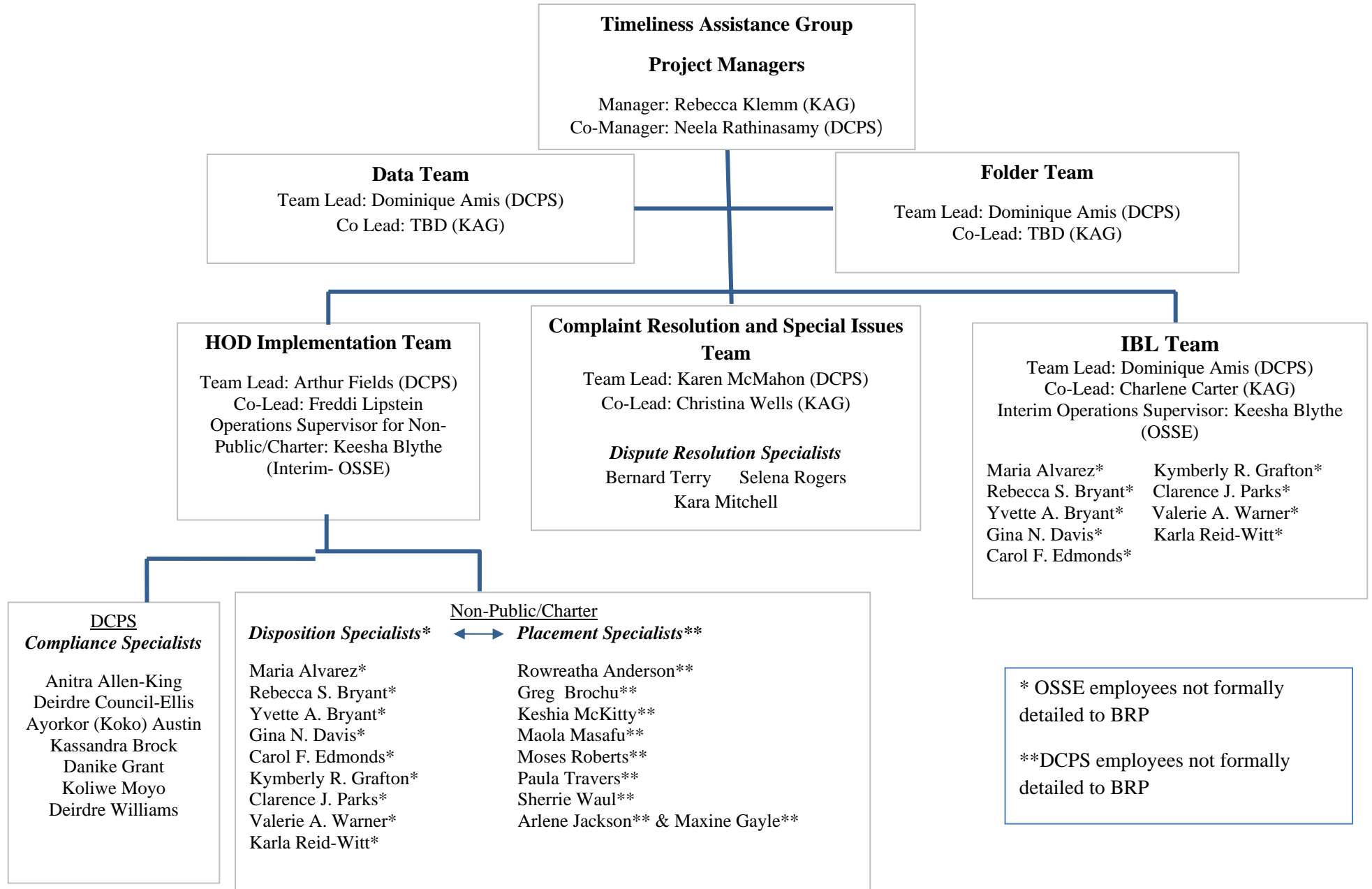


# Backlog Reduction Plan Implementation

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- a. Project Team Structure
- b. Overview of Team Duties
- c. Description of Team, Team Accomplishments and Team Challenges
- d. Overall Staffing

# Project Team Structure



\* OSSE employees not formally detailed to BRP

\*\*DCPS employees not formally detailed to BRP

<b>Team Name</b>	<b>Team Leader/ Co-Lead</b>	<b>Goal</b>	<b>Specific BRP Tasks/Deliverables</b>
<b>Timeliness Assistance Group Project Managers</b> (2 FTEs)	Neela Rathinasamy (DCPS-SERT) Rebecca Klemm (KAG)	<ul style="list-style-type: none"> <li>• Ensure all aspects of the BRP are fully implemented and communicate progress of plan to key stakeholders</li> <li>• Meet with plan executives to review progress</li> </ul>	<input type="checkbox"/> Reach timeliness target <input type="checkbox"/> Revised Polices (DCPS)*  *DCPS will use one member, Nathan Moon, of its SERT team to work on policy revisions discussed in the BRP
<b>HOD Implementation Team- PM</b> (6 PTs)	Freddi Lipstein (KAG)	<ul style="list-style-type: none"> <li>• Analyze incoming complaints and HODs</li> <li>• Separate legal events by type of action needed and team best-equipped to address them</li> </ul>	<input type="checkbox"/> Resolve open HODs/SAs and complaints prior to due process hearing
<b>HOD Implementation Team- AM</b> (8 FTEs)	Arthur Fields (DCPS-OSE)	<ul style="list-style-type: none"> <li>• Work with SECs to follow up on school-based actions for incoming complaints and HOD backlogs</li> <li>• Monitor the work of school-based personnel</li> <li>• Prepare closure materials for KAG</li> <li>• Assist in preparing litigation files</li> <li>• Resolve/settle simple actions or quick hits</li> </ul>	<input type="checkbox"/> Resolve open HODs/SAs and complaints prior to due process hearing
<b>Complaint Resolution and Special Issues Team</b> (4 FTEs)	Karen McMahon (DCPS-SERT) Christina Wells (KAG)	<ul style="list-style-type: none"> <li>• Communicate with parents' representatives to understand more about the case and resolve through settlement proposals of comp ed, service agreements, scheduling of assessments</li> <li>• Problem-solve complex cases</li> </ul>	<input type="checkbox"/> Attempt to resolve most complaints prior to due process hearing <input type="checkbox"/> Maintain hotline for special education bar <input type="checkbox"/> Resolve complex HODs/SAs
<b>Data Team</b> (4 FTEs)	Dominique Amis (DCPS-SERT) TBD (KAG)	<ul style="list-style-type: none"> <li>• Design, build, and maintain an interim database of all open HODs/SAs and complaints;</li> <li>• Generate dashboards, required and ad hoc reports</li> <li>• Enter data from HOD Implementation team actions from that day</li> </ul>	<input type="checkbox"/> Dashboards <input type="checkbox"/> Reports <input type="checkbox"/> Timeline Reduction Impact Study <input type="checkbox"/> IBL Analysis and Report <input type="checkbox"/> Barrier to implementation analysis
<b>IBL Team</b> (10 FTEs)	Dominique Amis (DCPS-SERT) Charlene Carter (KAG)	<ul style="list-style-type: none"> <li>• Close all outstanding cases in the Jones IBL</li> </ul>	<input type="checkbox"/> Close IBL
<b>Folder Team</b> (3 FTEs)	Dominique Amis (DCPS-SERT)	<ul style="list-style-type: none"> <li>• Conduct file audit outlined in the BRP for May 2008.</li> </ul>	<input type="checkbox"/> File location audit

	TBD (KAG)	<ul style="list-style-type: none"><li>• Help develop long-term strategies for folder maintenance</li></ul>	
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## DESCRIPTION OF TEAMS

### HOD Implementation Team

#### *Role*

The HOD Implementation team consists of two major parts- the daytime team, or “**AM Crew,**” and the evening team, or “**PM Crew.**” The AM crew is staffed with DCPS **compliance specialists** and OSSE **disposition specialists** who have experience implementing HODs or initiating administrative closure. The compliance specialists focus on DCPS schools while the disposition specialists will focus on nonpublic and charter schools (once they have completed the remaining IBL cases (see below)). In the meantime, though not formally detailed to the project, the **placement specialists** in the nonpublic unit have been following the cases of students who attend nonpublic schools as a part of their other regular duties.

The PM crew, which consists of **complaint and HOD analysts**, both cleans up after the AM crew by inputting that day’s data and prepares for the next day by reviewing complaints and triaging HODs. Triaging entails the categorization of HODs into primary required actions, such as ordering evaluations, determining compensatory education or holding an IEP meeting. HODs that do not require action from the schools, such as payment of private school tuition, are handled by appropriate parties in the DCPS central office. For complaints, most are forwarded to the Complaint Resolution Team for settlement proposal, with a limited number going to the AM Crew for case preparation and follow-up. The PM crew consists of part-time KAG employees who generally come in between the hours of 6 p.m. and 10p.m.

#### *Staffing*

#### **AM Crew**

<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Status</b>
Arthur Fields	AM Team Leader	DCPS	Detailed/Hired
Freddi Lipstein	AM Team Co-Lead	KAG	Detailed/Hired
Anitra Allen-King	Compliance Specialist	DCPS	Detailed/Hired
Danike Grant	Compliance Specialist	DCPS	Detailed/Hired
Diedre Ellis	Compliance Specialist	DCPS	Detailed/Hired
Diedre Williams	Compliance Specialist	DCPS	Detailed/Hired
Koko Austin	Compliance Specialist	DCPS	Detailed/Hired
Koliwe Moyo	Compliance Specialist	DCPS	Detailed/Hired
Kassandra Brock	Compliance Specialist	DCPS	Detailed/Hired
Kara Mitchell	Dispute Resolution Specialist (also working with Resolution team)	DCPS	Detailed/Hired
Selena Rogers	Dispute Resolution Specialist (also working with Resolution team)	DCPS	Detailed/Hired

**PM Crew**

<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Status</b>
Freddi Lipstein	PM Team Leader	KAG	Detailed/Hired
Karen McMahon	PM Team Co-Lead	DCPS	Detailed/Hired
TBD	Operations Assistant	KAG	Goal to hire by 4/1
Janelle Braithwaite	Operations Assistant	KAG	Goal to hire by 4/1/
Charlene Carter	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE
Jennifer Tiedeman	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE
Ryan Nash	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE
Rhett Skiles	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE
Andrew Bolton	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE

*Accomplishments*

The HOD Implementation Team has been trained by Dr. Klemm in timeliness calculations. By focusing on timely implementation and not simply closure, the compliance specialists are better able to achieve *Jones* compliance.

After we finalize details with Vielka Scott and Phyllis Harris, we will commence an assessment tracking system with the DCPS complaint/HOD team (the compliance specialists). One member of that team, Anitra Allen-King, will be responsible for collecting information from other compliance specialists and transmitting requests for assessments to the principal of the school, the special education coordinator, the related service provider, the related service provider supervisor and Vielka Scott. By tracking requests for assessments, we hope that fewer of those required by HODs will slip through the cracks into an untimely closure. These efforts will occur against the backdrop of a major push by the schools in April to schedule all required IEP and assessment meetings prior to the summer.

*Challenges*

This team traditionally has not had direct supervision over the school-based personnel or central office personnel responsible for taking action on HODs and complaints. While this team and the others associated with the backlog reduction plan have the authority of the Office of the Chancellor for this endeavor, it can still be difficult to secure implementation for the day-to-day cases because of long-standing prior practices. Strong effort from the Office of the Chancellor to unify different departments and to create new lines of accountability is required and is being provided. As mentioned above, there will be a major push to hold schools accountable for timely assessments and IEPs starting in April. That effort will need to remain ongoing throughout the backlog reduction plan implementation.

## Complaint Resolution and Special Issues Team

### *Role*

One of the major tasks of this team is reaching out to parent representatives to pursue early complaint resolution, prior to a due process hearing. The team now includes two team leads interact directly with **parent representatives**. The goal is to expand to four team members who will be responsible for contacting parents and parent representatives early in the process to create better relationships and outcomes by demonstrating a willingness to work with parents to find mutually acceptable solutions. Starting March 10, 2008, the complaint resolution team has met every morning to discuss potential solutions to the due process complaints that have been referred to them by the PM crew. Once a potential solution has been identified, the team contacts the attorney with a settlement proposal. The team has regularly offered attorney's fees of up to \$750 immediately after the filing of a complaint.

Additionally, this team will tackle special issues that arise, such as particularly complex HODs that need a detailed review, finding lost children in the system, and determining and implementing compensatory education. For compensatory education, DCPS **dispute resolution specialists** will provide operational support, ordering services and processing necessary paperwork. As more special issue cases come to DCPS, the dispute resolution specialists will handle the paper work and follow-up after agreements have been reached with parents' attorneys.

### *Staffing*

<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Status</b>
Karen McMahon	Team Lead	DCPS	Detailed/Hired
Christina Wells	Team Co-Lead	KAG	Hired FTE
TBD	Parent Representative Interaction	KAG	Goal to hire by 3/26
TBD	Parent Representative Interaction	KAG	Goal to hire by 3/26
Bernard Terry	Dispute Resolution Specialist/ Operations assistant	DCPS	Detailed
Kara Mitchell	Dispute Resolution Specialist/ Also working with Complaint/HOD team	DCPS	Detailed
Selena Rogers	Dispute Resolution Specialist/ Also working with Complaint/HOD team	DCPS	Detailed

### *Accomplishments*

The Complaint Resolution and Special Issues Team has sent direct contact information by mail to nearly one hundred special education plaintiffs' attorneys as well as through the Special Education Roundtable's listserv. Karen McMahon, the Team Lead listed as the point of contact in the letter, is increasingly receiving direct contact from attorneys regarding their cases.

Since the beginning of March, the complaint resolution team has addressed over 100 complaints directly. Though the majority of cases did not settle, a number of attorneys have expressed appreciation for DCPS' outreach to the special education bar.

### *Challenges*

A major challenge at this time is staffing. With only two complaint resolution team members currently calling parent representatives,, the follow-up on these cases is hindered by time constraints. With additional personnel, it will be possible to address more cases simultaneously.

Another challenge is that some attorneys have expressed that the offered attorneys' fees in the proposed settlement agreements are too low, especially because the Office of General Counsel in the past has offered larger settlement agreements. The reason there is a difference in settlement amounts is that OGC typically settles cases closer to the time of hearing, after parents' attorneys have invested more time, whereas the Complaint Resolution and Special Issues Team makes offers much earlier, before parents' attorneys have put as much time into the case.

### **Initial Backlog (IBL) Team**

#### *Role*

When the **disposition specialists** started working with the Backlog Reduction Plan on March 10, 2008, there were approximately 66 remaining initial backlog cases ("IBL") from before March 1, 2006. KAG presented a rough analysis of the remaining actions in the IBL cases in late February and broke cases down into three categories: outstanding compensatory education, outstanding assessments and lost students. The **IBL team leaders** have assigned IBL caseloads to the disposition specialists based on those categories. Under the Backlog Reduction Plan, all IBL should be fully implemented or administratively closed by June 6. After the disposition specialists close all IBL, they will then work closely with the nonpublic unit placement specialists in resolving cases for students who attend nonpublic schools.

#### *Staffing*

<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Status</b>
Dominique Amis	Interim IBL Team Lead	DCPS	Detailed/Hired
Charlene Carter	Co-Team Lead	KAG	Detailed/Hired
Keesha Blythe	OSSE Supervisor (Interim)	OSSE	Temporary
Karla Reid-Witt	Disposition Specialist	OSSE	Informally detailed**
Carol Edmunds Frazier	Disposition Specialist	OSSE	Informally detailed
Yvette Bryant	Disposition Specialist	OSSE	Informally detailed
Maria Alvarez	Disposition Specialist	OSSE	Informally detailed
Valerie Warner	Disposition Specialist	OSSE	Informally detailed
Rebecca Bryant	Disposition Specialist	OSSE	Informally detailed
Gina Davis	Disposition Specialist	OSSE	Informally detailed
Kim Grafton	Disposition Specialist	OSSE	Informally detailed
Clarence Parks	Compliance Specialist	OSSE	Informally detailed

\*\*OSSE and DCPS agreed to informally detail the OSSE disposition and compliance specialists rather than give DCPS direct supervisory authority as would occur in a formal detailing. This arrangement gives OSSE the opportunity to evaluate these employees

and redirect them as necessary within their changing structure. Prior to making any changes, OSSE will inform DCPS with enough notice to troubleshoot adequate staffing for the Backlog Reduction Plan.

### *Accomplishments*

The disposition specialists have been working on these cases diligently, finding many of the lost students and with the help of Dr. Klemm determining which cases can be administratively closed or need further action. As of the date of this filing, 14 IBL cases were fully implemented or administratively closed as determined by Dr. Klemm with an additional 16 deemed implemented or closed by the disposition specialists and awaiting review by Dr. Klemm.

### *Challenges*

As the disposition specialists continue to analyze and implement the remaining IBL, it may be necessary to adjust the caseloads if assigning nine disposition specialists to work on IBL is inefficient. If that happens, the disposition specialists will begin their work with nonpublic and charter school HODs soon.

Additionally, many policy issues will arise in processing the IBL, such as determining compensatory education for these cases and DCPS' responsibility to students who have either aged out or left the system. The plan managers will consult with the Evaluation Team for their thoughts on what should occur in these cases.

## Folder Team

### *Description*

The folder team does not currently exist in an operational capacity. The goal is that once the team forms, it will initiate an investigation of the legal access folders (“LAF”) which contain special education files on individual students at their attending schools through a folder audit and help formulate new policy regarding folders. The new dashboard system will be used to track files and assign folder transfer tasks to SECs when appropriate.

### *Staffing*

<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Status</b>
Dominique Amis	Interim Folder Team Lead	DCPS	Detailed/Hired
TBD	Folder Team Co-Lead	KAG	
TBD	Disposition Specialist or Operations Assistant	OSSE or KAG	Will determine when there is a sense of when IBL is closed
TBD	Disposition Specialist or Operations Assistant	OSSE or KAG	Will determine when there is a sense of when IBL is closed
Nathan Moon	Senior Policy Analyst	DCPS SERT	Currently working on LAF Policy
Will Warren	Project Coordinator	DCPS SERT	Currently working on LAF Policy

### *Accomplishments*

A new LAF policy to standardize the format and processes of maintaining folders at the school level is being drafted, pursuant to the requirements of the Backlog Reduction plan. After editing, the policy will be distributed for further DCPS review and then reviewed by OSSE, upon which time a joint policy will be issued and disseminated to other relevant partners.

### *Challenges*

The lack of available staff prevents the folder team from operating. One current proposal is to use disposition specialists as folder team members once the IBL is eliminated. However, this will need to be evaluated against DCPS’ need to have disposition specialists help with nonpublic and charter cases.

The efforts of this team will also need to reinforce the current efforts of the DCPS Office of Special Education to assist schools in implementing HODs, renewing IEPs, and scheduling assessments prior to the time that records will be transferred from one school to another to ensure the most complete records will go to the next school.

## Data Team

### *Description*

The data team is ultimately responsible for the correct entry, analysis and distribution of relevant data collected through the Backlog Reduction Plan. This analysis will take many forms, including weekly dashboards of legal event by school, weekly percentages, and numbers of timely closures for distribution to DCPS leadership and the Blackman/Jones team. This team consists of **analysts and programmers** who work on weekends and evenings to accomplish these tasks.

Additionally, DCPS and KAG are developing, in conjunction with the Office of the Chief Technology Officer (OCTO), a database system for distributing weekly dashboards to schools. OCTO will use the prototypical dashboards developed by Klemm Analysis Group (KAG) in the past as a model for a web-based application, which will generate dashboard reports.

The eventual goal is to provide special education coordinators (SECs) with a dynamic reporting function with real-time information about their cases. A simple web-based dashboard will allow them to review their caseloads, update case information as new developments occur, and track supporting documentation for all cases. Compliance specialists would then work closely with SECs to maintain accurate data for each student. Documentation for cases with settlement agreements and open hearing officer determinations would undergo the current process of an initial review by an SEC, a secondary review by a compliance specialist, and a tertiary review by KAG in order to determine case closure.

### *Staffing*

<b>Name</b>	<b>Position</b>	<b>Organization</b>	<b>Status</b>
TBD	KAG Team Leader	KAG	
Dominique Amis	Team Co-Lead	DCPS	Detailed/Hired
Eddie Thomas	Programmer/Analyst	KAG	Detailed/Hired
Belinda O	Weekend data analyst	KAG	Detailed/Hired
Jose Lara	Weekend data analyst	KAG	Detailed/Hired
Tamara Webster	Weekend data analyst	KAG	Detailed/Hired
TBD	Weekday data analyst	KAG	To be hired
Ajay Batish	Consultant to dashboard project	OCTO	Will work with dashboard project solely

### *Accomplishments*

Data collection is occurring on a more regular basis than before. While still not on a regimented weekly schedule, KAG has tightened up its data collection and determined more fields by which the backlog reduction effort can be analyzed in the future, such as the types of assessments ordered and the actions taken by DCPS to resolve complaints and HODs.

### *Challenges*

One of the major challenges DCPS faces in implementing a dashboard system for case management is the inaccuracy of available data. After distributing dashboards to SECs in early January, KAG found that it is extremely difficult to compile a listing of open complaints, HODs and settlement agreements for individual schools. Often times, due process complaints contain inaccurate school and student information. As a result, SECs are assigned to complete actions via dashboards for students who do not attend their schools.

While working with OCTO will eventually put into place a dynamic, web-based version of the dashboard, that process has been slower than expected due to OCTO's own transition into becoming DCPS' technology provider as well as getting the source data from KAG.

# Overall Staffing

## Complaint/HOD Team Roster

### AM Crew

Name	Position	Organization	Status
Arthur Fields	AM Team Leader	DCPS	Detailed/Hired
Freddi Lipstein	AM Team Co-Lead	KAG	Detailed/Hired
Anitra Allen-King	Compliance Specialist	DCPS	Detailed/Hired
Danike Grant	Compliance Specialist	DCPS	Detailed/Hired
Diedre Ellis	Compliance Specialist	DCPS	Detailed/Hired
Diedre Williams	Compliance Specialist	DCPS	Detailed/Hired
Koko Austin	Compliance Specialist	DCPS	Detailed/Hired
Koliwe Moyo	Compliance Specialist	DCPS	Detailed/Hired
Kassandra Brock	Compliance Specialist	DCPS	Detailed/Hired
Kara Mitchell	Dispute Resolution Specialist (also working with Resolution team)	DCPS	Detailed/Hired
Selena Rogers	Dispute Resolution Specialist (also working with Resolution team)	DCPS	Detailed/Hired

### PM Crew

Name	Position	Organization	Status
Freddi Lipstein	PM Team Leader	KAG	Detailed/Hired
Karen McMahan	PM Team Co-Lead	DCPS	Detailed/Hired
TBD	Operations Assistant	KAG	Goal to hire by 4/1
Janelle Braithwaite	Operations Assistant	KAG	Goal to hire by 4/1
Charlene Carter	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE
Jennifer Tiedeman	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE
Ryan Nash	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE
Rhett Skiles	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE
Andrew Bolton	Complaint/HOD Analyst	KAG	Detailed/Hired- PTE

## Complaint Resolution and Special Issues Team

Name	Position	Organization	Status
Karen McMahan	Team Lead	DCPS	Detailed/Hired
Christina Wells	Team Co-Lead	KAG	Hired FTE
TBD	Parent Representative Interaction	KAG	Goal to hire by 3/26
TBD	Parent Representative Interaction	KAG	Goal to hire by 3/26
Bernard Terry	Dispute Resolution Specialist/ Operations assistant	DCPS	Detailed
Kara Mitchell	Dispute Resolution Specialist/ Also working with Complaint/HOD team	DCPS	Detailed
Selena Rogers	Dispute Resolution Specialist/ Also working with Complaint/HOD team	DCPS	Detailed

## IBL Team

Name	Position	Organization	Status
Dominique Amis	Interim IBL Team Lead	DCPS	Detailed/Hired
Charlene Carter	Co-Team Lead	KAG	Detailed/Hired
Keesha Blythe	OSSE Supervisor (Interim)	OSSE	Temporary
Karla Reid-Witt	Disposition Specialist	OSSE	Informally detailed**
Carol Edmunds Frazier	Disposition Specialist	OSSE	Informally detailed
Yvette Bryant	Disposition Specialist	OSSE	Informally detailed
Maria Alvarez	Disposition Specialist	OSSE	Informally detailed
Valerie Warner	Disposition Specialist	OSSE	Informally detailed
Rebecca Bryant	Disposition Specialist	OSSE	Informally detailed
Gina Davis	Disposition Specialist	OSSE	Informally detailed
Kim Grafton	Disposition Specialist	OSSE	Informally detailed
Clarence Parks	Compliance Specialist	OSSE	Informally detailed

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## Folder Team

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Dominique Amis	Interim Folder Team Lead	DCPS	Detailed/Hired
TBD	Folder Team Co-Lead	KAG	
TBD	Disposition Specialist or Operations Assistant	OSSE or KAG	Will determine when there is a sense of when IBL is closed
TBD	Disposition Specialist or Operations Assistant	OSSE or KAG	Will determine when there is a sense of when IBL is closed
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Will Warren	Project Coordinator	DCPS SERT	Currently working on LAF Policy

## Data Team

Name	Position	Organization	Status
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Eddie Thomas	Programmer/Analyst	KAG	Detailed/Hired
Belinda O	Weekend data analyst	KAG	Detailed/Hired
Jose Lara	Weekend data analyst	KAG	Detailed/Hired
Tamara Webster	Weekend data analyst	KAG	Detailed/Hired

## Attachment A- Backlog Reduction Plan Implementation

TBD	Weekday data analyst	KAG	To be hired
Ajay Batish	Consultant to dashboard project	OCTO	Will work with dashboard project solely