

PERIOD 23
MONITORING REPORT
OF
THE ACCOUNTABILITY AGENT AND
MONITORING AND TECHNICAL ASSISTANCE
TEAM

IN THE CASE OF

Kenny A. v. Deal

February 2, 2018

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SECTION ONE INTRODUCTION

The Period 23 report is the first monitoring report in which the Accountability Agent and the Monitoring and Technical Assistance Team (MTAT) report on the new outcomes delineated in the Modified Consent Decree and Exit Plan (Modified Exit Plan), filed in December 2016 in Federal District Court. The terms of that Modified Exit Plan require the MTAT to report bi-annually on 21 ongoing outcomes and seven additional attained outcomes. Additionally, it specified standards related to the placement process, caseloads, and practice that would be subject to continued review. And finally, it stipulated that in the ensuing year, the parties would work together to agree upon Infrastructure Standards, which following filing with the court, would also be subject to bi-annual review by the MTAT.

During the year following the Court's approval of the Modified Exit Plan, the MTAT worked simultaneously with DFCS leadership, the State Data Unit, Region 14 leadership, and the DFCS Kenny A team to:

- develop a best practices approach to measurement for the ongoing and attained outcome measures;
- support the development of the Infrastructure Standards;
- support the MEASURE team and workgroups in their specific areas of focus;
- consult and offer technical assistance over transitions in regional leadership;
- conduct a special review of the safety/intake assessment process in Region 14; and
- develop an ongoing approach to monitoring and technical assistance that would take effect following the filing of the revised Infrastructure Standards.

In this report, the MTAT's obligation is to report specifically on the measurable requirements articulated in Sections IV, V, and VI of the Modified Exit Plan that relate to activity in Region 14 from January 1, 2017 through June 30, 2017. In addition to the ongoing and attained outcomes measures, in this report we will continue to review the implementation of Solution Based Casework the use of congregate care, and monitor hotels and other temporary placements for children in foster care, and caseloads for caseworkers and supervisors. The next two sections of this report provide that information, reflecting the MTAT's revised approach to measurement determined over the course of the last year.

In subsequent reports, the MTAT will provide a much broader review of Region 14 child welfare practice, reporting on all of the required elements in the Modified Exit Plan, and following the revised monitoring approach, which we describe briefly below.

Revised Monitoring Approach

The MTAT approach to monitoring serves not only as an accountability mechanism for the Court, the Plaintiffs and the public, but also as an opportunity to assist DFCS in establishing a culture of data driven decision making and continuous quality improvement ("CQI"). The goal

is to establish a strong CQI process that will remain in place after the state satisfies the terms of the Modified Exit Plan and is no longer under court oversight.

The outcome measures have undergone substantial revision to reflect, when possible, the principles of best practices in measurement. Best practices principles include: 1) a clear statement of the analytic question with particular attention to identifying the risk population or the denominator associated with a particular inquiry; 2) use of entry cohorts and prospective measures to characterize systems dynamics and change in outcomes; 3) attention to the sources of variation in system outcomes (e.g. variation over time, among children, or in places), 4) understanding variation to accurately track change; 5) assessing expected change in the appropriate period of performance or window of time; 6) matching the analytic question to the appropriate source data; and 7) using well understood and organized data resources that are designed to support asking and answering analytic questions.

The MTAT will consistently report on the same outcomes and Modified Exit Plan standards in each subsequent period using a combination of qualitative and quantitative data. In addition to this basic and consistent set of metrics to track progress over time as agreed upon in the Modified Exit Plan, the MTAT will also conduct a deep, quality focused analysis on a handful of infrastructure standards in each of the reporting periods. This may include interviews with stakeholders, focus groups, observation at key process points, targeted case reviews, and/or Child and Family Service Reviews (CFSRs).

Our approach to this analysis will enable parties to better understand several key factors associated with each of the agreed upon infrastructure standards: 1) the expectations for practice and the extent to which these expectations are being met; 2) the *capacity* within the system to meet these expectations; and 3) the extent to which these are occurring with sufficient consistency and *quality*. Moreover, this will enable the MTAT to focus on emerging issues to mitigate a reactive approach to monitoring.

Leadership Changes

The transition to this new approach to monitoring coincides with some significant changes in leadership at the state and regional levels. Over the past year, in addition to profound changes in leadership at the County Program Administrator, Program Director and Supervisor levels, Fulton and DeKalb also transitioned to new County Directors. Mr. Kwesi Booker became the DeKalb County Director in October of 2016 and Ms. Kristen Toliver became the Fulton County Director in August of 2017. At the beginning of Period 24, Deputy Division Director for Child Welfare, Virginia Pryor became the Chief of Staff for State Director Bobby Cagle; Assistant Division Director Field Operations, Jeff Lukich became the Deputy Division Director for Child Welfare; and Sekema Harmon became the Assistant Division Director Field Operations. Later in Period 24, State Director Bobby Cagle announced his departure and the Governor Deal appointed Virginia Pryor as the Interim State Director; Jeff Lukich became the Chief of Staff to the Director; and Region Three Director, Keith Bostick, was appointed as the new Deputy Division

Director for Child Welfare. Sustained, strong leadership is essential for building and maintaining an effective workforce that daily improves its engagement with children, youth, and families. As the state strives to complete the Modified Exit Plan, stabilizing leadership at all levels and articulating a clear theory of change is vital for achieving success.

Regional Priorities and Transition of the MEASURES Process

The DeKalb and Fulton County Directors have articulated five priority reform areas for Region 14 for 2018. These are to: 1) meet staffing levels and shorten the period of time to fill vacancies in supervisor and case manager positions; 2) increase the quality of work through ongoing training, coaching and development of the workforce; 3) decrease the foster care population by taking every measure to keep families together when possible; 4) keep children placed within the region; and 5) rebrand the counties through increased professionalism and responsiveness.

Both directors would like to develop the use of certified trainers to provide training for staff daily. The counties already have begun implementing Back to Basics training in coordination with the CQI unit and the Regional Field Program Specialists (FPSs). Their aim is to allow leadership to identify and address barriers through highly engaging interactive workshops and follow up through coaching and mentoring in the field.

In addition to enhancing engagement with families, relatives, and fictive kin, this effort to keep families together will also include developing closer working relationships with service providers and law enforcement. These directors believe that too many children are placed outside the region, and would therefore, like to bring them closer to through more recruitment and support of kinship families.

Lastly, these directors hope to increase professionalism and responsiveness through enhanced customer service, to responsiveness of returning calls and following up to how staff present in court and the community.

Leadership at the regional, district and state levels have agreed to support the county directors in accomplishing these goals. These leaders will meet regularly as part of the MEASURES team. The workgroups will be restructured to focus on these key priority areas. Previously, there were four workgroups: Workforce; Permanency; Placement Stability; and Kinship. Regional and county leadership has decided to condense these into two workgroups: Workforce and Practice.

This as an opportunity to support new leaders in their efforts to continue progress toward meeting the standards outlined in the Modified Exit Plan and help them create a robust and evidence-reliant problem-solving approach to improvement. This could help address some of the competing demands on leadership related to managing a growing and transitioning workforce, training for and implementing SBC, incorporating changes in practices like a focus on family-driven permanency and trauma reduction, as well as addressing specific system

challenges. This process could also help to ensure that the requests made upon case managers and supervisors are focused on those activities most closely linked to better outcomes for children and families.

One important aspect of the monitoring approach described above is its intentional focus on supporting the promotion and development of a sustainable state and regional approach to both rapid-cycle problem solving and on-going system CQI, one that will be viable system wide and distinct from the Kenny A lawsuit.

SECTION TWO: ROBUST WORKFORCE DEVELOPMENT

DFCS is committed to developing a competent and professional workforce. According to leadership, DFCS envisions an agency in which employees are continuously learning about both best practices and their own performance, professional ethics are maintained, and the necessary skills and competencies are developed as needed to support children and families.

The Infrastructure Standards, negotiated and submitted to the court in December 2017, include commitments related to the use of an Employee Selection Protocol, improved coordination with the Department of Human Services' Office of Human Resources (OHR), case manager and supervisory training and support, as well as better management of caseloads for case managers and supervisors. These were not agreed upon or in effect during Period 23, but upcoming reports will include an assessment of these standards.

The Regional Director and the District Director are leading a workforce development workgroup that has been regularly meeting once a month. The OHR is represented on this workgroup along with regional leaders, one county director and frontline case managers and supervisors. This workgroup is responsible for the implementation of these Infrastructure Standards. Current areas of focus are on:

- professional development and training;
- supervision and performance management;
- employee recruitment, screening and selection; and
- job analysis and position requirements.

Here are the major findings regarding the workforce. Analytic data from which some of these findings were derived can be found in the appendices.

Major Findings

1. There are some inconsistencies in the data being produced related to caseloads, vacancies, new hires and turnover.

Leaders on the county, district and regional levels are hampered by the lack of consistent, accurate data to understand several critical workforce related dynamics. These leaders are expending too much of the limited time available to them seeking consistent, accurate information about the workforce in both counties such as: 1) the number of case managers and supervisors, their years of DFCS experience, program area and number of cases or case managers assigned to them; 2) the number of vacant positions and how long these have been vacant; 3) the length of time it is taking for new hires to complete the onboarding process and where delays are incurred; 4) turnover rates for new hires and existing employees that can be understood over time; and 5) other factors contributing to high caseloads such as timely and quality case closure practices.

There are some encouraging numbers, for example, being produced by data analysts within the county and district that indicate that the new hires are staying on the job longer than in previous years. However, it is difficult to rely on these and other indicators until there is an agreed upon methodology for these reports and there has been some coordination and validation with OHR.

2. Caseloads for too many case managers and supervisors in DeKalb and Fulton counties are too high and exceed agreed upon standards.

The Modified Exit Plan caseload and supervisor standards are intended to help ensure more case manager time with children and families and quality supervision and support for case managers. These standards remained the same as those in the original consent decree. As detailed in previous monitoring reports, there have been longstanding challenges meeting these standards and overall performance in this area of practice dropped in Period 23. There are also some differences between the two counties when examining the more detailed data.

For the 205 CPS, family preservation, permanency, and specialized case managers who were active on June 30, 2017, 121 (59%) of them were meeting caseload expectations. On this same date, there were 40 active CPS and permanency supervisors, 27 (68%) of them were assigned five (5) or fewer case managers. A breakdown of this data is provided below compared to prior periods and between the two counties.

CPS Case Managers

For CPS case managers, 69 percent of them were assigned twelve (12) or fewer families to respond to or investigate reports of maltreatment on June 30, 2017. For the past couple of years, a higher percentage of CPS case managers met this standard except for on December 31, 2014 and December 31, 2015 when the percentage dropped below this mark.¹

Family Preservation Case Managers

Family preservation case managers have generally been assigned seventeen (17) or fewer families in order to provide services and help ensure child safety.² This was also the case on June 30, 2017 when 100 percent of these case managers met the standard.

Permanency Case Managers

For many years, permanency case managers were consistently meeting or exceeding a caseload expectation of fifteen (15) or fewer children, however this began to shift on June 30, 2015 and then had dropped significantly (27%) by December 31, 2015.³ With close to 68 percent of all permanency case managers meeting caseload expectations on June 30, 2017, these caseloads are trending in a positive direction.

¹ See *Period 22 Final Data Report Kenny A. v. Deal*.

² Ibid.

³ Ibid.

Case managers with children assigned to them who have been in foster care for 18 months or longer

Previously known as specialized case managers, case managers who are assigned to children who have been in foster care for 18 months or longer are to be assigned no more than twelve (12) children at any given time. Many of these children require extra support to achieve permanency. Percentages of case managers meeting this expectation have been dropping notably in recent years to a low of 17 percent on December 31, 2016.⁴ Six months later, on June 30, 2017, the percentage of case managers meeting this expectation was 28 percent.⁵

Supervisors

No supervisor shall supervise more than five case managers at one time. Close to 68 percent of supervisors in the two counties were meeting this expectation on June 30, 2017. This has varied quite a bit in recent years. Sixty percent were meeting standards on December 31, 2016, 90 percent on December 31, 2015.

DeKalb County on June 30, 2017

Caseloads for nearly half (45%) of the case managers in of DeKalb County on June 30, 2017 were too high and exceeded agreed upon limits. This was especially true for case managers assigned to children in foster care. Ninety (90) percent of CPS supervisors and 75 percent of permanency supervisors were meeting assigned supervisory ratios. However, in DeKalb, there were 27 cases assigned to supervisors on this same date, some of which may be a result of typical stage progression. See Tables A-3 and A-4 in the appendices for more information.

Fulton County on June 30, 2017

Fulton County was having a different experience on this same date compared to DeKalb County. Fewer Fulton County case managers (37%) on June 30, 2017 were exceeding caseload expectations, but not as many supervisors were meeting supervisory ratios: only 70 percent of CPS supervisors and 25 percent of permanency supervisors were meeting agreed upon standards. It is important to note that on this date, unlike DeKalb County, there was only one (1) case assigned to a supervisor or worker on leave. See Tables A-5 and A-6 in the appendices for more information.

Problems with caseload management for CPS staff continued to exacerbate after June 30, 2017 in Fulton County as described in a separate report on safety at the request of the parties.⁶ For this report, we developed and tested a new case record instrument to understand safety practices and a methodology for it going forward. It did illuminate some workforce related challenges - a high

⁴ Ibid.

⁵ The requirement to be assigned no more than twelve (12) children goes into effect when more than half of case manager's caseload are children who have been in foster care for 18 months or longer.

⁶ A draft *MTAT Review of DFCS Intake and Safety Assessment Processes* was submitted to parties on November 28, 2017.

number of investigations on caseloads exceeding capacity limits, four of 13 (31%) of CPS supervisory positions were vacant, and other critical vacancies in top child protective services leadership positions persisted.⁷

Also, during the period, the Kenny A. requirement that “all case manager supervisors have a minimum of a bachelor’s degree in social work and at least two years of experience as a case manager” was in effect and may have impeded efforts to fill some of the supervisory positions. The requirement changed on December 19, 2017 with the filing of the Infrastructure Standards as part of the Modified Exit Plan. The new requirement is that “all case manager supervisors shall have either: (i) a minimum of a bachelor’s degree in social work or a related field and at least two years of experience as a case manager; or (ii) a master’s degree in social work or a related field and at least one year of experience as a case manager in child welfare, or in a lead/supervisory role in a social services program of DFCS or similar human services delivery program”.

3. Comparatively few case managers and supervisors are certified in Solution Based Casework or SBC.

As noted in previous reports, through a well-defined selection process, DFCS identified Solution-Based Casework (SBC) to be the cornerstone for Georgia’s approach to everyday child welfare practice with children and their families or case practice model. SBC is comprised of four milestones for case practice related to building consensus with the family, organizing and writing outcomes, building an action plan and then documenting and celebrating progress. These are outlined in an *SBC Certification Manual Georgia DHS Edition*.

With support and guidance from the State Office Education and Training Unit and identified practice coaches, initial implementation of Solution Based Casework began on July 11, 2016 in DeKalb and Fulton counties. Implementation began with training, *Solution Based Casework for Case Managers*. This is required training for all front-line staff, their supervisors and immediate managers, which focused on the basic concepts of Solution Based Casework and included practice opportunities related to assessment and case planning.

The next step is for supervisors in DeKalb and Fulton counties to participate in a follow up training, *Solution Based Casework for Supervisors*, and the certification process. The learning session has been designed to help supervisors further develop their capabilities to mentor and coach caseworkers to use the skills in their work with children and families. Once this training is complete, each supervisor is then required to demonstrate proficiency on an SBC Qualifying Exam. In DeKalb and Fulton counties, all supervisors have now demonstrated proficiency on this exam by scoring 80 percent or higher.

⁷ Both the District Director and County Director reported that as of December 20, 2017 all but two case manager positions in Fulton County had been filled. The next step is to focus on filling critical vacancies in supervisory and administrator positions. This will be described in more detail in the Period 24 report.

Supervisors are then asked to facilitate Case Consultation meetings with their team with a specific focus on each of the SBC concepts over a two-month period. The intent is to build the capabilities of caseworkers to use the skills and prepare them to become certified in SBC. To become certified, caseworkers must work with a family through all four milestones of SBC and submit identified work products, such as a completed Genogram or Functional Family Assessment, for review and discussion. The county director in DeKalb County has been engaged also in reviewing some of these work products. Based on a review of these products, Social Services Associates, LLC, the purveyors of Solution Based Casework are responsible for the final review and certification for each caseworker.

While close to 500 staff in the region have **completed** required training, only 26 case managers and seven (7) supervisors have been **certified** in SBC as of the end of Period 24 on December 31, 2017.⁸ Responsible DFCS leaders are meeting soon to revisit readiness for SBC implementation in the region and the leadership support that may be needed going forward for this to become a priority.

4. The comprehensive practice model is still in development.

DFCS is continuing to develop a comprehensive practice model that will serve to strengthen its workforce, promote collaborative partnerships, and help improve outcomes for children and families in Georgia. In addition to SBC, components will include quality caregiving and other practices to ensure safety for children. Our next report will focus on development of the practice model.

5. There is some tension between adequately preparing workers and the need for case managers to be assigned caseloads. Additionally, there are many changes in process related to preparing the workforce.

A new director at OHR has made some specific commitments regarding human resources support for the hiring process and other needed coordination, which are in the Infrastructure Standards and include timelines for posting positions, providing reports, recruitment, sending information about qualified applicants, and clearing background checks. A weekly meeting has been instituted to review pending DFCS requests.

Also regarding the recruiting and hiring new employees, there is some confusion in the region about the current Employee Selection Protocol and, therefore, it is not generally being used to select candidates for employment at DFCS. The Office of Human Resources is willing to train staff on it. And, simultaneously, the state office is leading an effort to make needed changes to the current protocol, and the region is represented on a workgroup focused on this issue.

⁸ The number of staff trained does not account for turnover that has happened since training began in July 2016.

There are also changes in process related to preparing new case managers. New worker training and certification are required before any new case manager can have primary responsibility for case practice with children and families. Comparable training must be provided to private provider case managers.

The Metro District has been offering additional training and support - beyond required statewide pre-service training - for new case managers in DeKalb, Fulton, and other district counties through the Education Center. As mentioned earlier in this section, data collected within the Metro District indicate that newly hired case managers who participated in this Education Center are staying on the job longer than in previous years. The state has simultaneously been developing the Child Welfare Academy Fundamentals and Essentials Training to improve training and certification for new case managers statewide. The objectives are to:

- educate case managers with knowledge, skills, and practice;
- ensure case managers know how to identify signs of present and impending danger;
- ensure case managers know how to address safety issues in the least restrictive manner;
- align training to support SBC; and
- ensure a more competency-based certification process for new case managers.

This training will begin in the region in April 2018. It is not yet clear how this transition will impact the Education Center and the overall process to prepare new case managers in both counties, and to do so in a timely manner.

This will be a focus for monitoring in the upcoming reports along with the other agreed upon Infrastructure Standards.

SECTION THREE: STATE OF CHILDREN AND FAMILIES IN METROPOLITAN ATLANTA

A stable, well-prepared, and high functioning workforce has a direct impact on practice and assisting children, youth and families achieve permanency. Thus, the challenges are described in the workforce section above is directly related to the diminished performance on key outcome measures during Period 23. Turnover, vacancies, and a younger more inexperienced staff impact the ability to fully engage families. Moreover, the implementation of the new practice model and new practice expectations may have also directly impacted the region's performance. As the state continues to create a robust workforce and fully define and implement its new practice model, performance should improve significantly.

Overall, although the number of children and youth entering decreased, the number of children exiting care also continued to decrease in Period 23. There were 452 entries during this period but only 431 exits. Thus, the overall number of children in foster care increased. With more children in care and a less stable workforce, the region's overall performance declined in a number of key areas as reflected in Table 5 in the section below. While both counties share challenges in certain areas such as diligent search for relatives and completing four visits within a child's first four weeks in a new placement, other areas of challenge appear to be unique to each county. This section will provide a longitudinal snapshot of placement dynamics, a report on major findings regarding placement prohibitions, and a listing of the performance of each county and the region on the outcomes required under the Modified Exit Plan.

After the Modified Exit Plan was filed in Federal Court (December 2016), the MTAT, members of the DFCS Data Unit (DU) and members of the DFCS Kenny A. team met regularly to develop a set of agreed upon methods for generating the outcome metrics, practice standards, and performance measures required as part of the Modified Consent Decree. In some cases, the measures and metrics remained unchanged from the previous approach. In other cases, the measures stayed largely the same, but the method changed, and for a final set -- both the measures and the methods for producing them were revised. In every case, the workgroup worked together to agree on an approach that both met Modified Exit Plan requirements and relied on best practices in measurement, including relying on SHINES data as much as possible to ensure the most accurate representation of performance in Region 14 for each period under review.

The Period 23 report is the first report containing the new measures. In this report, we endeavor to be streamlined in our presentation while also fully explaining new metrics. We want not only to support sound interpretation of performance in the current period, but we also want to make clear when current performance is – or is not comparable to the performance noted in prior reports. When comparisons are not possible, we have sought to provide a full and easily digestible explanation of the differences.

Context for Understanding Period 23 Outcomes

In the next section, we provide an overview of case flow dynamics in Region 14 during the period under review. These data provide useful context for interpreting the January through June outcomes. Shifts in the mix of children entering care (either by age or the proportion that return home quickly) can influence placement stability and permanency outcomes. Initial placement type may also be associated with future outcomes. Thus, to support the outcome analysis, we present some basic information about the flow of children and youth entering placement in Region 14 during the first six months of 2017, and relative to the prior two calendar years.

We show the number of children and youth entering care by county, by age at entry, and by first placement type. Additionally, we provide some preliminary information about the short-stayers in the 2017 period, comparing that to the earlier two years. While there are some similar trends for the region overall, there are also some patterns distinctive in each county. Data are derived from the DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data.

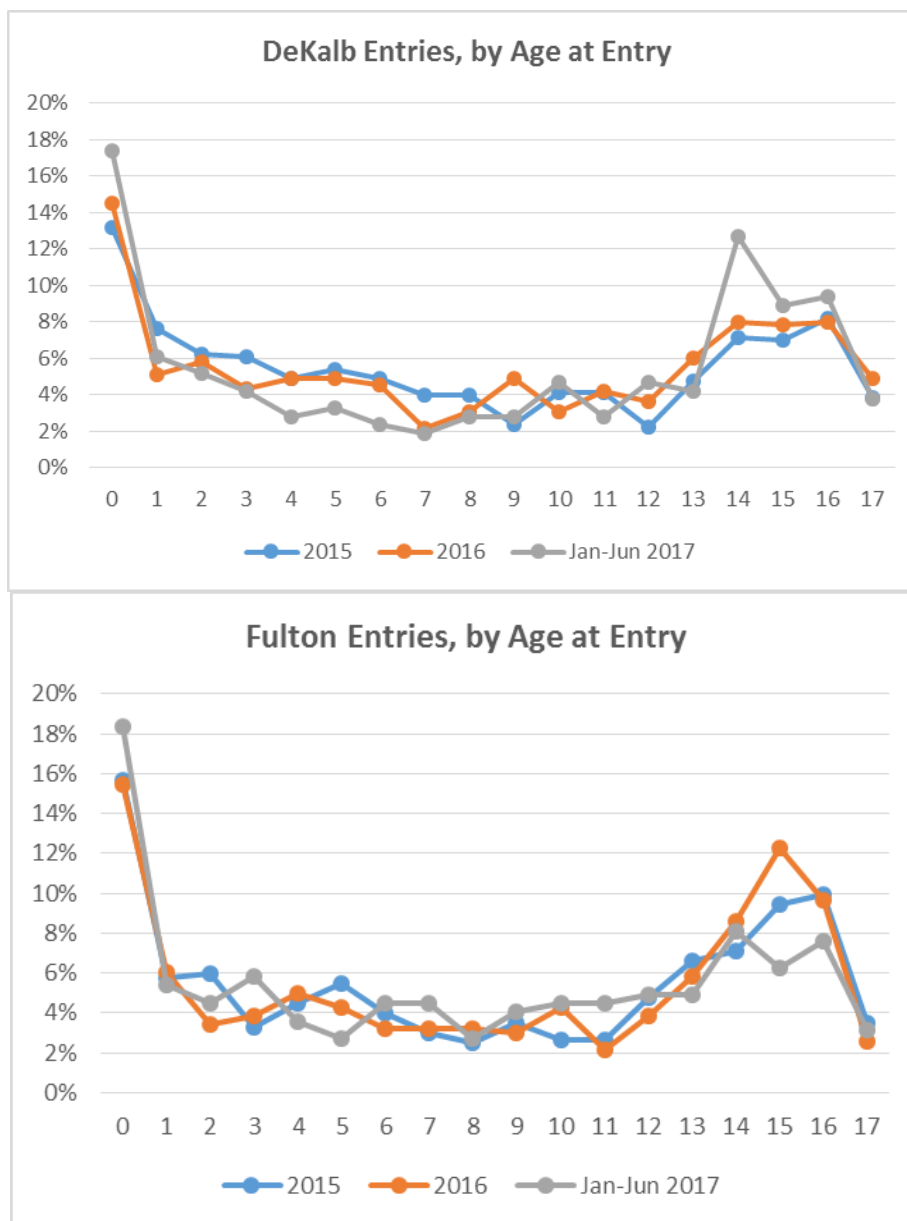
Table 1 below shows that the number of children and youth entering care in Region 14 appears to be diminishing in the most recent years. Overall, entries decreased by over 25 percent – from 1,363 to 1,015 between 2015 and 2016. This decline seems to be ongoing, with six months of 2017 seeing fewer than 500 admissions across the two counties.

Table 1: Children Entering Foster Care in Region 14

Age at Entry	Total			DeKalb			Fulton		
	2015	2016	Jan-Jun 2017	2015	2016	Jan-Jun 2017	2015	2016	Jan-Jun 2017
Total	1,363	1,015	436	757	550	213	606	465	223
Under 1	195	152	78	100	80	37	95	72	41
1 to 5 Years	380	243	95	229	138	46	151	105	49
6 to12 Years	333	248	113	194	141	47	139	107	66
13 to 17 Years	455	372	150	234	191	83	221	181	67
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%
Under 1	14%	15%	18%	13%	15%	17%	16%	15%	18%
1 to 5 Years	28%	24%	22%	30%	25%	22%	25%	23%	22%
6 to12 Years	24%	24%	26%	26%	26%	22%	23%	23%	30%
13 to 17 Years	33%	37%	34%	31%	35%	39%	36%	39%	30%

Source: DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data

In the region overall, about 15 percent of entrants are infants (children under 1 at removal, although that proportion may be increasing). The first six months of 2017 show a slightly greater proportion of infants entering care, and a continued decrease in the proportion of one to five year olds in both counties – especially in DeKalb. The first six months of entries in Fulton are weighted more toward older children although the proportion of six to 12 years has ticked upward, while teens have ticked downward. Table 2 below provides an additional view of this distribution of the entry groups by single year age, and county, and show how those distributions may have shifted from the prior two years. In both cases, infants are the greatest proportion of each entry cohort, followed by a steep decline with some variation by age, county, and entry year over time.

Table 2: DeKalb and Fulton Entries by Age

Source: DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data

Because the 2017 entry cohort is still entering care, and some seasonal affects may not be reflected in these numbers – they should be viewed as preliminary.

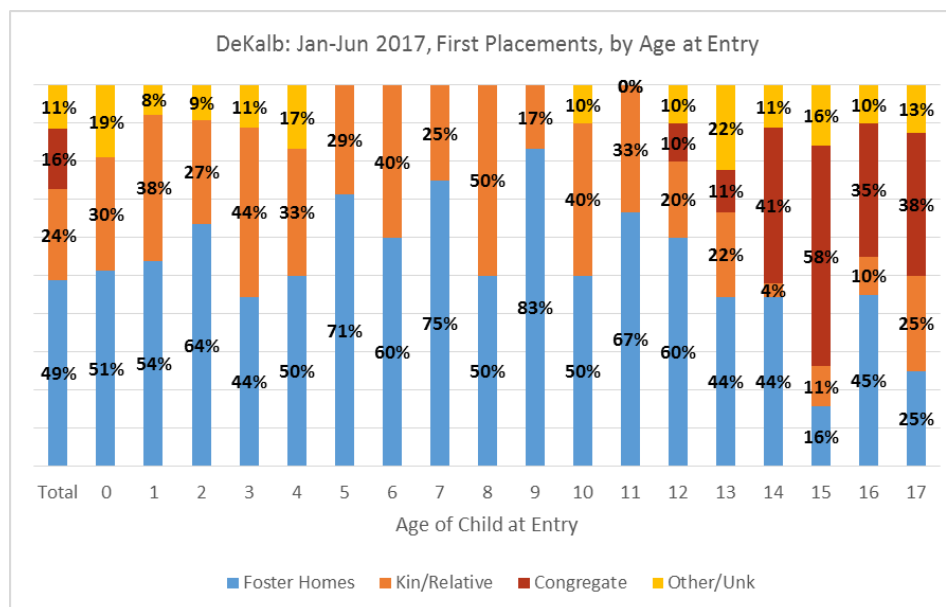
The next set of tables show the placement type for children and youth at the time of entry.

Table 3: Placements for Children and Youth Entering Foster Care

First Placement Type	Total			DeKalb			Fulton		
	2015	2016	Jan-Jun 2017	2015	2016	Jan-Jun 2017	2015	2016	Jan-Jun 2017
Total	1,363	1,015	436	757	550	213	606	465	223
Foster Home	637	427	194	372	232	104	265	195	90
Relative/Kin Home	317	261	118	178	147	51	139	114	67
Congregate Care	156	135	59	88	68	30	68	67	29
Detention	21	21	9	13	11	4	8	10	5
Other/Unknown	232	171	56	106	92	24	126	79	32
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%
Foster Home	47%	42%	44%	49%	42%	49%	44%	42%	40%
Relative/Kin Home	23%	26%	27%	24%	27%	24%	23%	25%	30%
Congregate Care	11%	13%	14%	12%	12%	14%	11%	14%	13%
Detention	2%	2%	2%	2%	2%	2%	1%	2%	2%
Other/Unknown	17%	17%	13%	14%	17%	11%	21%	17%	14%

Source: DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data

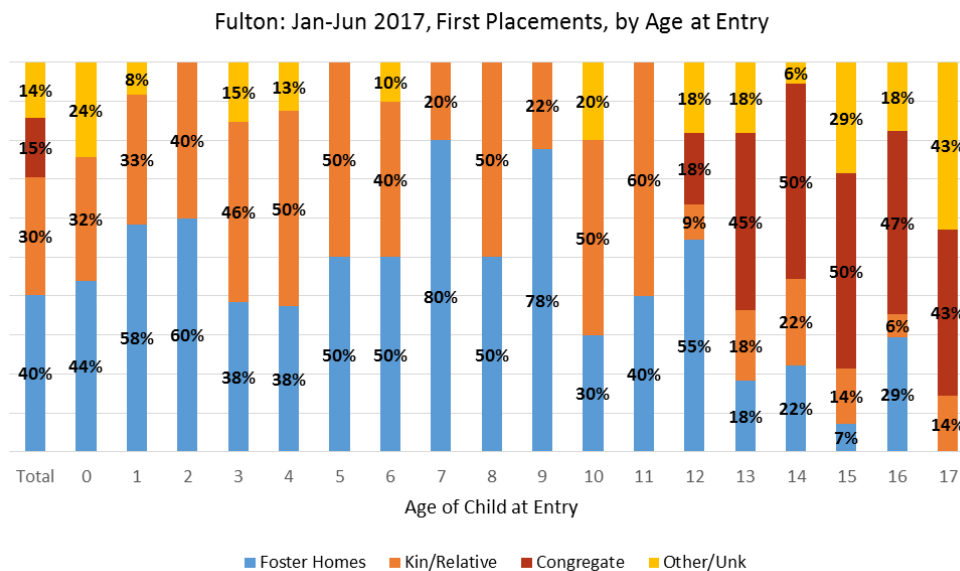
Over two thirds of children coming into care in Region 14 are first placed in family settings. Typically, about 45 percent are first placed in foster homes, about 25 percent are placed in a kinship setting, and the remainder are placed in other settings – including congregate settings, and “other” settings (which include hotels, hospitals, jails, and unknown settings). This pattern is relatively consistent over time – and between the two counties, although in prior years there



was somewhat less reliance on foster homes in Fulton, with a greater reliance – likely hotels – on other. The two bar graphs look more closely at the first six months of 2017, and show the placement settings by single year of age, in each county.

In DeKalb County, the most frequent first placement type was foster homes (blue bar) for children entering placement between the ages of 0 and 12. Between a quarter and a third of those younger children, excepting nine year olds) were placed with kin or relatives (orange bar). The likelihood

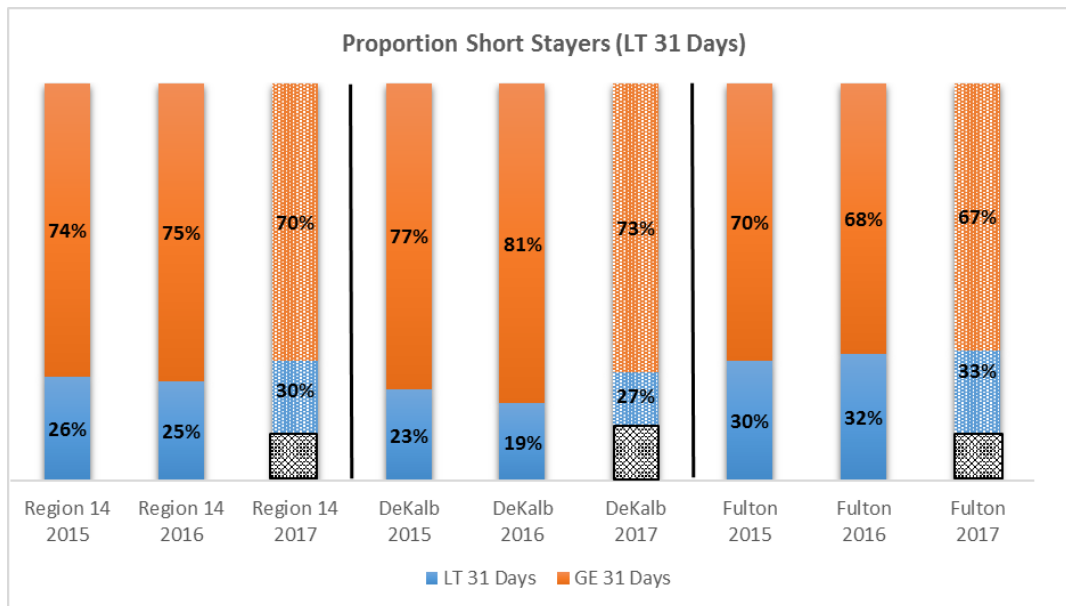
of initial foster home placement went down sharply for youth placed as teenagers, and the use of kinship declined as well. Reliance on congregate care (red bar) increased with age – peaking at 58 percent of 15 year olds in the January - June 2017 period. For Fulton, the patterns were generally consistent but showed some variation. Between 30 and 50 percent of children entering at age six or younger were first placed in kinship or relative setting; a slightly higher proportion than were observed in DeKalb for the same age group during the same period. Eight and ten



year olds show the similar patterns, although seven and nine year olds do not. Over forty percent of children who enter at teenagers were first placed in a congregate setting, while the reliance on

“other” settings increased as well for teenagers, and was greater in Fulton than in DeKalb during the January - June 2017 period.

The final focus over this overview is on the proportion of children entering care in Region 14 who had relatively brief stays –short-stayers – in recent years. Table 4 below indicates that overall, about a quarter of children and youth entering care each year from Region 14 exit within 30 days of their entry. Virtually all of these exits are discharges to a family member, and the vast majority are reunifications. The table shows that short stayers are more common in Fulton, where they have constituted about 30 percent of the annual entries, relative to DeKalb, where they make up less than a quarter. The 2017 data is presented with gradient fill to indicate *it is preliminary*: First, that cohort is still entering care, and secondly, some children and youth still in care on June 30 had been there for fewer than 30 days (indicated by the gray filled box). Those children may not actually be short-stayers. Even so – this table provides a general sense of the proportion of children and youth deprived in Region 14 who have relative brief episode in placement before returning home.

Table 4: Children and Youth Entering Foster Care Leaving in Less Than 31 Days

Source: DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data

Period 23 Placement Standards

The need for appropriate placements for all children who enter foster care or have a placement disruption is paramount. Mainly, through the Placement Stability MEASURE workgroup, the state continues to focus on specific strategic initiatives that were developed to reduce inappropriate placements including the use of hotels, overnight/excessive stays in a DFCS office and congregate care for younger children. Championing the effort to ensure safe and stable placements for children and youth are the Kenny A. State Project Director and the head of resource development for Region 14.

Here are the major findings regarding placements during Period 23.

Major Findings

- 1. The state has virtually ended the use of hotels motels, or similar non-child welfare overnight commercial enterprises and is on pace to completely eliminate this practice.**

One of the major areas of concern identified by the parties as they transitioned to the Modified Exit Plan, was the state's continued and persistent reliance on commercial motels and hotels as placements for children in foster care. Over the past two years, the state has cited a need to diversify, increase its array of foster care placements and enhance diligent search efforts to locate

and support relatives and fictive kin as temporary placements for children and youth. The parties agreed to cut hotel usage in half by December 2016 and to end all usage by June 30, 2017. During this period, the state met with providers and strengthened the enforcement of contractual requirement for private providers to give a 14-day notice before disrupting placements. DFCS contracted with the Multi-Alliance Alliance for Children (MAAC) to reserve ten emergency placement beds for youth in Fulton and DeKalb counties. In addition, the state discussed with providers the need for targeted recruitment for teenagers who may present behavioral challenges. The usage of hotels steadily declined leading up to the agreed upon deadline. During Period 23 26 children (11 DeKalb children and 15 Fulton children) were placed in hotels for a total of 92 nights (24 nights for DeKalb and 68 nights for Fulton). Minimal use of hotels has been noted after the June 30, 2017. No child in either county has been placed in hotels since the beginning of September 2017.

2. The State has done a commendable job in limiting the amount of time a child spends in a DFCS office, especially during overnight hours.

This is the first report in which the MTAT has tracked the amount of time children spend in the office waiting for placement. The Modified Consent Decree states, “no child shall spend more than 23 hours in a county DFCS office. Any child who spends time in a county DFCS office between the hours of 8:00 p.m. and 8:00 a.m. shall be reported to the MTAT. The intent of this provision is to prevent the use of DFCS offices as an overnight placement for children, as children with urgent placement needs require a safe bed in a home-like environment.”

During the period, there was only one instance where a child spent more than 23 hours in the office. This case involved a sibling pair in Fulton who spent 28 hours in the office. The State indicates that there was a gap in communication between the Placement Resources Operations (PRO) team and the new CPS case managers. The CPS case manager was new at the process and failed to communicate with leadership until late in the evening. The state further indicates that they have made the adjustments with the PRO team to ensure this does not occur again. Please see the appendices for additional information regarding office stays.

3. The state continues to ensure young children are not placed in congregate care placements unless necessary for the child’s welfare.

The Consent Decree has several restrictions related to the use of group care, including limiting their use of congregate care for young children. The reported information is for all children under the age of 12 in care between January and July 2017; not for a sample of the entire foster care population.

According to state reports, no children entering foster care or already in care during the period under the age of 12 were placed in group homes or child caring institutions except as allowed under the Modified Exit Plan. During Period 23, of youth in care or who entered foster care in the period, 20 youth were placed in hospitals, 12 children were in psychiatric residential

treatment facilities (PRTFs), and five children were hospitalized for mental health issues. In addition, there were two siblings under the age of 12 who stayed overnight in a DFCS office (referenced above) and one ten-year-old child that was placed in a hotel for a night. There was also one child placed with their mother in a group care setting designed for teen mothers.

4. Children are not remaining in temporary facilities longer than 30 days and far fewer are placed in more than one temporary facility while in foster care.

The Modified Consent Decree states:

- a. No child shall be placed in a temporary facility or any other foster home or group facility beds used on any temporary basis, for more than 30 days and,
- b. Children shall not be placed in more than one temporary facility within one episode of foster care (meaning the period of time that a child is in foster care from the date of removal from the home until the child is discharged from DFCS custody, except that a runaway does not trigger a new episode of foster care).

During Period 23, out of the 1,975 children who were in foster care at the beginning of the period or entered during the period, there was no child placed in a temporary facility or any other foster home or group facility beds used on any temporary basis for more than 30 days.

In addition, for calendar year 2017, only 31 of 915 (3%) of children were placed in two or more temporary facilities within one episode of foster care. This is a major reduction from CY 2015 where there were 162 out of 1403 (11.5%) of children placed in two or more temporary facilities.

Period 23 Outcomes

Tables 5 and 6 below list each ongoing and attained outcome for Period 23, along with the most current observed performance. The outcomes shaded in gray indicate when the method and the metrics are the same as from prior periods. Finally, the report contains two appendices. The first is a Measures Grid that identifies each measurable outcome, practice standard, or performance measure required in the under the Modified Consent Decree, and then describes the method for producing that metric. The second is a technical document that provides the numerator and denominator for each metric displayed in the Outcome Grid and includes additional explanation and/or data that support interpretation of the outcome metric under the Modified Consent Decree.

Table 5: Period 23 Ongoing Outcome Measures

Ongoing Outcome Measures	Period 23 Performance DeKalb	Period 23 Performance Fulton	Period 23 Performance Region 14
Outcome 1: Commencement of CPS Investigations Concerning Foster Children: At least 95% of all investigations of reports of abuse or neglect of foster children shall be commenced, including timely face-to-face private contact with the alleged victim, in accordance with Section 2106 of the Social Services Manual, within 24 hours of receipt of the report.	100%	95%	87% ⁹
Outcome 2: Completion of CPS Investigations Concerning Foster Children: At least 95% of all investigations of reported abuse or neglect of foster children shall be completed, in accordance with Section 2106 of the Social Services Manual, within 30 days of receipt of the report.	100%	100%	92% ¹⁰
Outcome 3: Re-entry Into Care: Of all children who enter foster care in a 12-month period who were discharged within 12 months from foster care to reunification (including aftercare), living with a relative, or guardianship no more than 8.3% shall have re-entered care within 12 months from the date of discharge. Children who were in foster care for less than eight days are not counted in this measure.	-	-	17% ¹¹
Outcome 4: Maltreatment in Care: Of all children in foster care during the reporting period, the rate of victimization shall be no more than 8.50 victims per 100,000 days.	1.27	4.31	2.56
Outcome 5: Search for Relatives: At least 95% of all foster children entering care shall have had a diligent search for parents and relatives undertaken and documented within 60 days of entering foster care.	73%	73%	73%
Outcome 6: At least 43.6% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months shall be discharged from foster care to permanency within 12 months of the first day of the period.	28%	29%	28%

⁹ The State Special Investigations Unit and the perimeter counties were responsible for investigating allegations for 76 of the 97 alleged victim children and initiated 84 percent of them on time. This resulted in the overall performance falling below the standard. See Table A-9 in the appendices for more information.

¹⁰ The State Special Investigations Unit was responsible for 38 of the 79 investigations. The State Special Investigations Unit completed 84 percent of them on time. This resulted in the overall performance falling below the standard. See Table A-11 in the appendices for more information.

¹¹ The new measure is based on calendar year cohorts. The 2015 cohort is the only one in which enough time has passed to accurately assess performance based on the measure. See Table A-2 in the appendices for more information on this analysis.

Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.			
Outcome 7: At least 30.3% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more shall be discharged to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.	21%	22 %	22%
Outcome 8: Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80% will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.	39%	75%	48%
Outcome 9: Permanency Efforts (15/22): At least 95% of all foster children who reached the point of being in custody for 15 of the prior 22 months shall have had either (a) a petition for the termination of parental rights filed as to both parents or legal caregivers as applicable, or (b) documented compelling reasons in the child's case record why termination of parental rights should not be filed.	94%	95%	94%
Outcome 10: Sibling Placement: At least 80% of all children who entered foster care during the reporting period along with one or more siblings shall be placed with all of their siblings, subject to the following exceptions: (a) doing so is harmful to one or more of the siblings, (b) one or more of the siblings has exceptional needs that can only be met in a specialized program or facility, (c) the size of the sibling group makes such placement impractical notwithstanding diligent efforts to place the group together; or (d) the siblings are placed with relatives	84%	97%	92%
Outcome 11: Multiple Placement Moves: The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.	2.1	3.7	2.8¹²
Outcome 12: Caseworker Continuity: At least	91%	90%	90%

¹² This is a preliminary measure reflecting actual performance through December 31, 2017. See Table A-2 in the appendices for more information.

<p>90% of all children in custody at a point in time during the reporting period shall have had 2 or fewer DFCS placement case managers during the prior 12 months in custody. This measure shall not apply to cases that are transferred to an adoption case manager; case managers who have died, been terminated, promoted, or transferred to another county; or case managers who have covered a case during another case manager's sick or maternity leave</p>			
<p>Outcome 13: Visitation (Worker-Child): At least 96.25% of the total minimum number of one in-placement visit per month and one additional private visit per month between case managers and children during the reporting period shall have taken place. Visits in excess of this required minimum of one in-placement and one private visit per month shall be excluded when calculating this percentage.</p>	96.4%	98.8%	97.5%
<p>Outcome 14: Visitation (Parent-Child): At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification</p>	76.6%	92.7%	83.9%
<p>Outcome 15: Visitation (Worker-Caregiver): DFCS placement case managers shall visit each child's foster parent, group care setting, or other caregiver setting at least one time each month. At least 95% of the total minimum number of required monthly visits by placement case managers to caregivers during the reporting period shall have taken place. Visits to any caregiver with respect to the same child in excess of the required one visit per month shall be excluded when calculating this percentage</p>	94.8%	97.6%	96.0%
<p>Outcome 16: Visitation (Between Siblings): Children who have one or more siblings in custody with whom they are not placed shall be provided a visit with their siblings at least one time each month, unless the visit is harmful to one or more of the siblings, the sibling is placed out of state in compliance with ICPC, or the distance between the children's placements is more than 50 miles and the child is placed with a relative. At least 90% of the total minimum number of required monthly sibling group visits shall have taken place during the reporting period. Visits among siblings in excess of the required one visit per month shall be excluded when calculating this percentage.</p>	77.9%	94%	85.3%

Outcome 17: Education: At least 56% of children discharged from foster care at age 18 or older shall have graduated from high school or earned a GED.	n/a	n/a	n/a ¹³
Outcome 18: Placements Not in Full Approval Status: At least 98% of all foster placements serving class member children shall be in full approval and/or licensure status. In computing this percentage, each placement shall be weighted by the approved and/or licensed capacity of that placement. (72% of relative placements were in full approval.)			97%
Outcome 19: Six-Month Case Plan Review: At least 95% of foster children in custody for six months or more shall have either had their six-month case plan review completed by the Juvenile Court within six months of their prior case plan review, or DFCS shall have submitted the child's six-month case plan to the Juvenile Court and filed a motion requesting a six-month case plan review within 45 days of the expiration of the six-month period following the last review	97%	97%	97%
Outcome 20: Permanency Hearing: At least 95% of foster children in custody for twelve or more months shall have either had a permanency hearing held by the Juvenile Court within 12 months of the time the child entered foster care or had his or her last permanency hearing, or DFCS shall have submitted the documents required by the Juvenile Court for and requested a permanency hearing within 45 days of the expiration of the 12-month period following the time the child entered foster care or had his or her last permanency hearing	100%	91%	96%
Outcome 21: Health and Educational Needs: Of children in care at a point in time at the end of the reporting period, according to the service needs documented in the child's most recent case plan:			
Outcome 21a: At least 92% shall not have any unaddressed medical needs	93%	74%	85%
Outcome 21b: At least 92% shall not have any unaddressed dental needs	91%	94%	93%
Outcome 21c: At least 92% shall not have any unaddressed mental health needs	79%	83%	81%
Outcome 21d: At least 92% shall not have any unaddressed education/development needs	98%	89%	94%

¹³ This measure is reported each year in December.

Table 6: Period 23 Attained Outcome Measures

Attained Outcome Measures	Period 23 Performance DeKalb	Period 23 Performance Fulton	Period 23 Performance Region 14
Outcome 22: Corporal Punishment: At least 98% of all foster homes will not have an incident of corporal punishment (any physical punishment of a child that inflicts pain) within the previous 12 months.	100%	100%	100%
Outcome 23: Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least 40.5% shall be discharged to permanency within 12 months of entering foster care. Permanency, for the purposes of this measure, includes reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.	38%	49%	41%
Outcome 24: Adoption Disruptions: No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period.	0%	0%	0%
Outcome 25: Placement Within County: At least 90% of all children at a point in time during the reporting period shall be placed in the county from which they were removed or within a 50-mile radius of the home from which they were removed. This measure is subject to the following exceptions: (a) the child's needs are so exceptional that they cannot be met by a family or facility meeting these geographical restrictions, (b) the child is placed through the ICPC consistent with its terms, (c) the child is appropriately placed with relatives, or (d) the child is in an adoptive placement with a prospective adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court.			96.2%
Outcome 26: Visitation (Worker-Child): At least 96.25% of the total minimum number of monthly <u>private</u> , in-placement visits between case managers and children during the reporting period shall have taken place. Visits	96.7%	98.1%	97.3%

in excess of the required one private visit per month shall be excluded when calculating this percentage.			
Outcome 27: Court Orders: At least 95% of foster children in custody at a point in time during the reporting period shall have all applicable language in court orders necessary to assess qualification for federal funding under Title IV-E of the Social Security Act.	87%	100%	92%
Outcome 28: Capacity Limits: No more than 10% of all foster home placements serving class member children at any time during the reporting period shall exceed the following capacity limits: (a) no placement shall result in more than 3 foster children in a foster home, or a total of 6 children in the home, including the foster family's biological and/or adopted children, without the written approval of the County Director, and (b) no placement will result in more than 3 children under the age of 3 in a foster home. The only exception to these capacity limits shall be the placement of a sibling group in a foster home with no other children in the home	0%	0%	0%
Other Consent Decree Requirements			
4x4 Visitation	41%	51%	47%
(VI.G.1) Recurrence of Maltreatment	6.2%	7.4%	6.8%
(VI.G.2) Number of children who were victims of a 2nd substantiated investigation w/in 12 months of FSS case	6.2 %	7.4%	7.0%

Major Findings

1. Few children in both counties are experiencing maltreatment in foster care, and the investigations associated with these allegations are timely for most children.

The Modified Exit Plan requires that at least 95 percent of all reports of abuse or neglect of children be initiated within 24 hours of a report, which means face-to-face contact with the alleged victim. To respond to all reports of alleged maltreatment in care received on or after January 1, 2017, there were 79 investigations of maltreatment in care reported that involved 97 alleged victim children during Period 23.¹⁴ Of these, 87 percent (84 of 97) of the alleged victim children had investigations that were initiated on time. This means that the investigator made face-to-face contact with these 84 alleged victim children within 24 hours. It should also be noted that all of the alleged victim children were seen within 24 hours of the report except for one (95%) for

¹⁴ There were 18 investigations with 20 alleged victim children that excluded from this analysis because the report date was prior to January 1, 2017. Seventeen of 20 (85%) of the alleged victim children had investigations that were initiated on time. This is a change in methodology from previous periods to one that is prospective and focused on all reports of alleged maltreatment of a child in foster care made in each period. See Table A-10 in the appendices for more information on this supplemental review.

investigations conducted by DeKalb and Fulton counties instead of one of the perimeter counties or the State Special Investigations Unit, which met the Modified Exit Plan standard.

Similarly, the Modified Exit Plan requires that at least 95 percent of all investigations of reported abuse or neglect of children in foster care be completed within 30 days of receipt of the report.¹⁵ As mentioned above, there were 79 investigations of maltreatment in care during the period, and 73 (92%) of them were completed within 30 days from the report of possible abuse or neglect.¹⁶ It should be noted again that all of the investigations conducted by DeKalb and Fulton counties were completed on time. The State Special Investigations Unit was responsible for conducting all of the investigations that were not completed within 30 days, which resulted in the state not meeting the Modified Exit Plan standard.

DeKalb and Fulton county DFCS are doing quite well comparatively at protecting children from abuse or neglect while they are in foster care, although the incidence of maltreatment is higher in Fulton County than in DeKalb County. There were seven substantiated reports of maltreatment in care in the period, five of them were children from Fulton County and two of them were from DeKalb County. Based on the associated number of days all children were in foster care during the period, both counties had a rate of victimization of 2.56 per 100,000 days. The victimization rate was 1.27 for DeKalb County and 4.31 for Fulton County. The national standard and Modified Exit Plan standard are the same: of all children in foster care during the reporting period, the rate of victimization shall be no more than 8.50 victims of abuse or neglect in foster care per 100,000 days.

It should be noted in this section that concerns have been identified regarding investigations related to children not in foster care and their families in the *MTAT Review of DFCS Intake and Safety Assessment Processes*.

2. While the state is completing its monthly visits with children and caretakers, visits between siblings placed separately and visits between parents and children in DeKalb County are not occurring at the required rates.

Authentic engagement and family-centered case planning are the foundation of the state's new practice model. The small number of staff certified in SBC also indicates that this is an area in which the counties must focus moving forward.

Despite these challenges, case managers in both counties were able to consistently visit children (97.5%) and caretakers (96%). However, visits between parents and children (84%) and siblings in different placements (85.3%) remained significantly below Modified Exit Plan requirements due, primarily, to poor performance in DeKalb County. Helping facilitate family connections for children in care is vital for mitigating trauma and achieving permanency.

3. The permanency rate for children in care at the start of the period who had been in care for 12 months or longer was much lower than the standards set in the Modified Exit Plan. Children in foster care in Fulton County are more likely to exit to permanency than in DeKalb County.

Even so, there was one permanency measure that met the Modified Exit Plan standard, timely discharge to permanency for children newly entering foster care (*Attained Outcome 23*).

¹⁵ DFCS policy changed this to 45 days beginning July 1, 2017, so this will be the time to completion beginning in Period 24.

¹⁶ Of the 18 investigations with 20 alleged victim children excluded from this analysis, 14 of them (78%) were completed on time.

Of the 873 children who entered foster care in calendar year 2016 in the two counties and remained in foster care eight or more days, 359 of them (41%) exited to permanency. This meets the Exit Plan standard for *Attained Outcome 23* and Federal CSFR measure of 40.5 percent. Children who entered foster care in Fulton County in calendar year 2016 were more likely to exit to permanency than their counterparts in DeKalb County, 45 percent compared to 38 percent. Taken together, this is a drop from performance in calendar year 2015 when close to 48 percent of all enterers exited to permanency within one year. It should be noted that although stays of less than 8 days are excluded from this measure, the proportion of children staying between 8-31 days in care (short-stayers) will impact this performance. Most short-stayers return to their permanent home. Thus that dynamic, any changes to it, will contribute to the performance reported here.

There were 450 children who were in foster care in the two counties on January 1, 2017 who had been in foster care between 12 and 23 months, and of these, 127 of them (28%) had exited to permanency by the end of the calendar year. This does not meet the Exit Plan standard for *Outcome 6* of 43.6 percent. Relative to historical performance calculated using the new methodology, performance has been consistently low for the previous two years; 33 percent of these children had exited to permanency in 2015, 20 percent of these children in 2016.

Similarly, there were 471 children who were in foster care in the two counties on January 1, 2017 who had been in foster care for 24 months or more, and of these, 103 of them (22%) had exited to permanency by the end of the calendar year. This does not meet the Exit Plan standard for *Outcome 7* or the Federal CSFR measure of 30.3 percent. Also relative to historical performance using the new methodology, performance in 2017 related to permanency for these children who have been in foster care for a long time fell compared to the two previous years.

For the 1,173 children who entered foster care in 2015 and then exited to permanency within one year, 95 of them (17%) had re-entered foster care within one year. This does not meet the Exit Plan standard for *Outcome 3*, which stipulates that no more than 8.3 percent of children will re-enter foster care within one year of exit.

For the 65 children whose parental rights were terminated or released during the period, 31 of them (48%) had their adoptions or guardianships finalized within one year. This does not meet the Exit Plan standard for *Outcome 8* of 80 percent.

Lastly, 94 percent of children who had been in foster care for 15 of 22 months had either a TPR petition filed or a compelling reason for not doing so documented in the record. The performance fell short of the Exit Plan standard for *Outcome 9* of 95 percent.

As part of the newly developed Infrastructure Standards, the District Director and other leaders have outlined some clear steps to promote timely and lasting permanency. These steps rely on: 1) monthly case staffings to ensure key practice activities are occurring, identify permanency barriers and develop action items; 2) coaching support from the Kenny A. Permanency Review Team; and 3) quarterly “SWAT” meetings to promote consistency and clarity, to share information and expertise, and to coordinate recommendations that have been obtained through various permanency reviews.

The MTAT will be working with the Kenny A. Review Team to analyze data and understand factors that may delay or promote timely permanency. Once these steps have been implemented for one year, leadership will assess to determine effectiveness and make changes as needed.

4. The movement rate per 1,000 days for children served during the period is lower than the standard established in the Modified Exit Plan, indicating a decrease in placement instability, which suggests a notable improvement in practice in the region.

This measure changed considerably from previous periods to align with the Federal CFSR measurement method. However, in doing so, the approach was adapted so that it includes moves children already in foster care as well as moves for those who entered care in during the period – providing a more complete depiction of placement disruptions for all children served during the period. This measure is now derived from administrative data in SHINES rather than from case record review.

To meet the Exit Plan standard for *Outcome 11*, the rate of placement moves for children in foster care should be no more than 3.67 moves per 1,000 overall days in foster care. In 2017, the preliminary measure indicates that there were 2.78 moves for every 1,000 days in foster care.¹⁷ Applying the new methods to prior periods allows for historical comparison, and shows that performance has improved relative to the past two years. In 2016, the rate was 3.89 and, in 2015, the rate was 6.14. The two counties not only met the Exit Plan standard and the Federal CFSR measure, but also demonstrated a considerable reduction in the number of placement moves that children experienced in 2017.

The end of the use of hotels as placements for children and increases in initial relative placements may have helped to contribute to these increases in stability for children in the two counties. It may have also helped that more relatives were fully approved than in previous periods.

5. The state is meeting the educational and dental needs of children, but falling short of meeting identified medical and mental health needs.

Although meeting the identified medical, dental, educational and mental health needs was required prior to the entrance of the Modified Exit Plan, the prior performance was evaluated as one collective measure. Thus, while past reports identified performance in each area, the overall performance evaluation was based on meeting all needs for all children. The new metric separates each of the areas of need and requires the state to meet a minimum of 92 percent for each specific health area.

The state is meeting 94 percent of the identified educational/developmental needs of children in foster care. This may be in part to the focused effort in the region through an initiative called “Project Graduate”. The state continues to struggle with addressing mental health needs identified in the children’s case plans. The state is required to address the needs of 92 percent of these children however they were only able to meet the mental health needs of 81 percent (47 out of 58 children). In addition, the state failed to meet the threshold of 92 percent for those children with identified medical needs. Only 85% (69 out of 81) of children had their medical needs met. Of note, DeKalb did very well in meeting the medical needs of 93 percent (43 out of 46) of their children while Fulton struggled with only meeting the needs of 74 percent (26 out of 35). The state is to be commended in meeting 93 percent of all identified dental needs (75 out of 81 children), which is an area they have struggled with in the past.

¹⁷ See Outcome Grid in the Appendix.

APPENDIX A

Data Sources and Methodology for Measuring State Performance in Reporting Period 23

This Appendix containing two tables summarizing the metrics under the Modified Exit Plan, and the methods for generating each of them. Table A-1 is a Measures Grid that identifies each measurable outcome, practice standard, or performance measure required in the under the Modified Ext Plan, and then describes the method for producing that metric.

Table A-2 is a technical document that provides the numerator and denominator for each metric displayed in the in the Outcome Grid as well as the other items required for measurement under the Modified Consent Decree. It also contains additional technical explanations, and/or historical data that provides context for reviewing and interpreting Period 23 performance data.

Tables A-3 through A-8 provide caseload data as reported from the state.

Table A-9 through A-12 provide summary analysis from the case reviews on Outcomes 1 and 2, along a supplemental review of excludes cases due to a change in methodology from previous periods.

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
IV.B.1a	No child shall be placed in a temporary facility or any other foster home or group facility bed used on any temporary basis, for more than 30 days.	Jails, runaways, hospitals, PRTFs, respite care will not be considered temporary. Placement type "other resource" and placement category of hotels, receiving homes, office stays.	Number of in care at the start of the period and number of children deprived during the period: How many were placed in a temporary facility for more than 30 days during the period	State Data Unit & Kenny A. Team
IV.B.1b	Children shall not be placed in more than one temporary facility within one episode of foster care.	Jails, runaways, hospitals, PRTFs, respite care will not be considered temporary. Placement type "other resource" and placement category of hotels, receiving homes, office stays.	By calendar year cohorts (year of entry), how many enterers had more than one temporary placement episode EXCLUDING any temporary placement following a runaway episode. Follow cohorts over time.	State Data Unit & Kenny A. Team
IV.B.1c	No child shall spend more than 23 consecutive hours in county DFCS office. Any child who spends time in county DFCS office between 8pm-8am shall be reported to the MTAT.		Weekly documentation by county; reported to the MTAT	Kenny A teams
IV.B.1d	Hotel use for class members to end by June 30, 2017.	Number of distinct children; Number of distinct episodes; Number of nights	Region 14 tracks and reports weekly to the MTAT. All data originates from SHINES.	Kenny A Team with verification by State Data Unit
IV.B.2b	No child under six shall be placed in group care setting.	No Changes	Tracked with Congregate Care Report	State Data Unit
IV.B.2c	No child between ages of 6-12 shall be placed in group care setting.	No Changes	Tracked with Congregate Care Report State Data Unit	State Data Unit
IV.B.3	Race/Ethnicity /religion shall not be basis for delay or denial of placement. DFCS shall not contract with private provider that gives preference based on race/eth/religion			
IV.B.4	DFCS to ensure basic physical needs of			Kenny A. case

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	food, clothing, and shelter are met. Clothing to be reviewed with every placement / placement change			review team
IV.B.5	In placement visitation: 4 in 4 for new placements; monthly thereafter. There should be at least one in-placement visit and one private, face to face	Drop children in care for 1 week. -measure 1 in placement visit for all in first week -measure 4 for all the placement for 4 weeks	Number of new placements with 1 visit in 1 wk; 4 in 4 wks.	State Data Unit supplies list; Kenny A team reviews performance
V.A	CPS caseloads – no more than 12 cases	No Change	Generated weekly as part of CAP reports after getting data from each county	State Data Unit & Kenny A. Team
V.B	Family Preservation and Family Support caseloads– no more than 17	No change Weights are applied to produce equivalence for caseworkers with mixed caseloads	Counts of Caseworkers, by program at end of period	
V.C	Placement caseloads – no more than 15		Counts of cases assigned to verified case managers	
V.D	Adoption caseloads – no more than 16			
V.E	Specialized caseloads - no more than 12			
V.F	Supervisor – no more than 5 CM			
VI.A.1 ¹⁸	At least 95% of all investigations of reports of abuse or neglect of foster children shall be commenced, including timely face-to-face private contact with the alleged victim, in accordance with Section 2106 of the Social Services Manual, within 24 hours of receipt of the report.	NOTE: There is a change here b/c old OM 1 and 3 have been combined. Those two outcomes used two different denominators (child/inv). New metric is at the child level	Denominator: Children in foster care who are alleged victims of maltreatment Numerator: Number of child-investigations that started within 24 hours of referral Numerator: Number of children w/ face to face w/in 24 hours	Kenny A case review team
VI.A.2	At least 95% of all investigations of reported abuse or neglect of foster children shall be completed, in accordance with Section 2106 of the Social Services Manual, within 30 days of receipt of the report.	No change Effective 7/1/2017 – the standard became 45 days	Denominator: Number of MIC investigations referred in the PUR Numerator: Number of MIC investigations completed within 30 (45) days of receipt	Kenny A case review team

¹⁸ The current VI.A measures are the on-going measures.

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
VI.A.3	Re-entry Into Care: Of all children who enter foster care in a 12-month period who were discharged within 12 months from foster care to reunification (including aftercare), living with a relative, or guardianship no more than 8.3% shall have re-entered care within 12 months from the date of discharge.	CFSR 3 measure Children in care for less than 8 days are dropped from outcome measure. SDU will report CY 2014-2016. Reporting for period 23 will start with first half of year, and then be completed for Period 24.	Denominator: CY entries, duration greater than 8 days that exited to permanency within one year of entry. Numerator: Those who reentered w/in yr of exit date	State Data Unit
VI.A.4	Maltreatment in care: Of all children in foster care during the reporting period, the rate of victimization shall be no more than 8.50 victims per 100,000 days.	CFSR 3 measure All substantiated of maltreatment in care regardless of perpetrator, are included. Report at 6 and 12 months	Denominator: all days for every child in care for a least one day in the period. Numerator: every substantiated maltreatment episode in period	State Data Unit generates list for Kenny A case reviewers to review
VI.A.5	Search for Relatives: At least 95% of all foster children entering care shall have had a diligent search for parents and relatives undertaken and documented within 60 days of entering foster care.	No change	Denominator: children in placement sample who are in first 60 days of placement; Numerator: number of children in denominator whose files show clear evidence of diligent search	Kenny A case review team
VI.A.6	At least 43.6% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months shall be discharged from foster care to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with	CFSR 3 measure Report at 6 and 12 months SDU will report CY 2014-2016.	Denominator: All children in care on first day of CY who had been in care for 12-23 months Numerator: # who achieved permanency w/in calendar year	State Data Unit

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	a relative, guardianship, or adoption.			
VI.A.7	At least 30.3% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more shall be discharged to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.	CFSR 3 measure Report at 6 and 12 months SDU will report CY 2014-2016.	Denominator: All children in care on first day of CY who had been in care for 24 + months Numerator: # who achieved permanency w/in calendar year	State Data Unit
VI.A.8	Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80% will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.	No change	Denominator: Children TPR'd during the most recent six month period for whom 12 months can be observed. Numerator: Those in the denominator who were adopted/reached guardianship during the period.	Kenny A team
VI.A.9	Permanency Efforts (15/22): At least 95% of all foster children who reached the point of being in custody for 15 of the prior 22 months shall have had either (a) a petition for the termination of parental rights filed as to both	No change	Denominator: Eligible children who have been in care 15-22 months in the period Numerator: Those who have had TPR filed OR a documented compelling reason not to	Kenny A Team

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	parents or legal caregivers as applicable, or (b) documented compelling reasons in the child's case record why termination of parental rights should not be filed.			
VI.A.10	Sibling placement: At least 80% of all children who entered foster care during the reporting period along with one or more siblings shall be placed with all of their siblings, subject to the following exceptions: (a) doing so is harmful to one or more of the siblings, (b) one or more of the siblings has exceptional needs that can only be met in a specialized program or facility, (c) the size of the sibling group makes such placement impractical notwithstanding diligent efforts to place the group together; or (d) the siblings are placed with relative.	No change to method, add large sibling groups of 4 or more to exclusions	Denominator: children with siblings who were in care or who had exited by end of period Numerator: placed together on last day of period OR if they discharged, were together at discharge	Kenny A Team
VI.A.11	Multiple Placement Moves: The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.	CFSR 3 measure Adjusted standard to reflect history of inc are and admits SDU will report CY 2014-2016. Children in care lt 8 days are dropped.	Denominator: All days by children who were served during the period. Numerator: All moves excluding DJJ, respite, jail, AWOL, hospitals	State Data Unit
VI.A.12	Caseworker Continuity: At least 90% of all children in custody at a point in time during the reporting period shall have had 2 or fewer DFCS placement case	No change to method, Promoted caseworkers are now excepted	Denominator: All children in care at end of the period Numerator: number of those with LE 2 case managers.	Kenny A Team

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	managers during the prior 12 months in custody. This measure shall not apply to cases that are transferred to an adoption case manager; case managers who have died, been terminated, promoted, or transferred to another county; or case managers who have covered a case during another case manager's sick or maternity leave			
VI.A.13	Visitation (Worker-Child): At least 96.25% of the total minimum number of one in-placement visit per month and one additional private visit per month between case managers and children during the reporting period shall have taken place. Visits in excess of this required minimum of one in-placement and one private visit per month shall be excluded when calculating this percentage.	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.A.14	Visitation (Parent-Child): At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.A.15	Visitation (Worker-Caregiver): DFCS placement case managers shall visit each child's foster parent, group care setting, or other caregiver setting at	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	least one time each month. At least 95% of the total minimum number of required monthly visits by placement case managers to caregivers during the reporting period shall have taken place. Visits to any caregiver with respect to the same child in excess of the required one visit per month shall be excluded when calculating this percentage			
Vi.A.16	Visitation (Between Siblings): Children who have one or more siblings in custody with whom they are not placed shall be provided a visit with their siblings at least one time each month, unless the visit is harmful to one or more of the siblings, the sibling is placed out of state in compliance with ICPC, or the distance between the children's placements is more than 50 miles and the child is placed with a relative. At least 90% of the total minimum number of required monthly sibling group visits shall have taken place during the reporting period. Visits among siblings in excess of the required one visit per month shall be excluded when calculating this percentage.	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.A.17	Education: At least 56% of children discharged from foster care at age 18 or older shall have graduated from high	No change in method; Include in the numerator qualifying youth who have an IEP or 504 plan who achieved a	Denominator: youth 18+ who were discharged during the year Numerator: number who have	Kenny A Team

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	school or earned a GED.	special ed diploma prior to exit	graduated or who have GED	
VI.A.18	Placements Not in Full Approval Status: At least 98% of all foster placements serving class member children shall be in full approval and/or licensure status. In computing this percentage, each placement shall be weighted by the approved and/or licensed capacity of that placement.	No change in method Only include children who have been in unapproved home for 30 days Break out by relative, public, and private foster homes	Denominator: placements with child at end of period Numerator: number of placements fully approved	State Data Unit provides list, Kenny A team reviews and develops measure
VI.A.19	Six-Month Case Plan Review: At least 95% of foster children in custody for six months or more shall have either had their six-month case plan review completed by the Juvenile Court within six months of their prior case plan review, or DFCS shall have submitted the child's six-month case plan to the Juvenile Court and filed a motion requesting a six-month case plan review within 45 days of the expiration of the six-month period following the last review	No Change	Denominator: Numerator:	Kenny A Team, including case review team
VI.A.20	Permanency Hearing: At least 95% of foster children in custody for twelve or more months shall have either had a permanency hearing held by the Juvenile Court within 12 months of the time the child entered foster care or had his or her last permanency hearing, or DFCS shall have submitted the	No Change	Denominator: Numerator:	Kenny A Team, including case review team

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	documents required by the Juvenile Court for and requested a permanency hearing within 45 days of the expiration of the 12-month period following the time the child entered foster care or had his or her last permanency hearing			
VI.A.21	Health/Educational Needs. Of children in care at a point in time at end of reporting period, 92 percent shall have met each need documented in most recent plan: Medical, Dental, Mental Health, Educational	No change in method Standard changed	Denominator: For each area, number of children from placement case review with identified need Numerator: Number of children in each denominator for whom there is evidence that need was addressed	Kenny A case review team
VI.B.¹⁹22	Corporal Punishment: At least 98% of all foster homes will not have an incident of corporal punishment (any physical punishment of a child that inflicts pain) within the previous 12 months	No Change	Denominator: All foster homes in the sample Numerator: instances of Corporal Punishment	Kenny A case review team
VI.B.23	Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least 40.5% shall be discharged to permanency within 12 months of entering foster care. Permanency, for the purposes of this measure, includes reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.	CFSR measure; SDU will report CY 2014-2016. Reporting for period 23 will start with first half of year, and then be completed for Period 24. Note: numerator is denominator for the reentry measure	Denominator: All children under 18 entering Region 14 during the CY period Numerator: Number of children in the denominator who exited to permanency w/in 12 months of entry	State Data Unit

¹⁹ VI.B metrics are currently attained outcomes

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
VI.B.24	Adoption Disruptions: No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period	Dissolution means that a child: 1) been adopted; 2) returned to foster care; and 3) has had a subsequent TPR or surrender from his or her adoptive parents within one year of the adoption finalization.	Denominator: Adoptions completed during the most recent six-month period for whom 12 months can be observed. Numerator: Dissolutions w/in one year	State Data Unit generates list for Kenny A team to review
VI.B.25	Placement Within County: At least 90% of all children at a point in time during the reporting period shall be placed in the county from which they were removed or within a 50-mile radius of the home from which they were removed. This measure is subject to the following exceptions: (a) the child's needs are so exceptional that they cannot be met by a family or facility meeting these geographical restrictions, (b) the child is placed through the ICPC consistent with its terms, (c) the child is appropriately placed with relatives, or (d) the child is in an adoptive placement with a prospective adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court.	Changed to rely on SHINES data and to cover full class.	Denominator: All children in placement on the last day of the period Numerator: Children in the denominator who were either placed in home court, or who were placed within 50 miles of removal	State Data Unit provides list, Kenny A team reviews and develops measure

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
VI.B.26	Visitation (Worker-Child): At least 96.25% of the total minimum number of monthly private, in-placement visits between case managers and children during the reporting period shall have taken place. Visits in excess of the required one private visit per month shall be excluded when calculating this percentage.	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.B.27	Court Orders: At least 95% of foster children in custody at a point in time during the reporting period shall have all applicable language in court orders necessary to assess qualification for federal funding under Title IV-E of the Social Security Act.	No Change	Denominator: Case review sample Numerator: All children in denominator who have document court order language	Case review
VI.B.28	Capacity Limits: No more than 10% of all foster home placements serving class member children at any time during the reporting period shall exceed the following capacity limits: (a) no placement shall result in more than 3 foster children in a foster home, or a total of 6 children in the home, including the foster family's biological and/or adopted children, without the written approval of the County Director, and (b) no placement will result in more than 3 children under the age of 3 in a foster home. The only exception to these	No Change This only includes approved foster homes.	Denominator: Foster homes with one or more children in their home on the last day of the period. Numerator: Number of foster homes that exceed the capacity limit.	State Data Unit provides list, Kenny A team reviews and develops measure

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	capacity limits shall be the placement of a sibling group in a foster home.			
VII.G.1	Of children in each county during prior two reporting periods who experienced substantiated maltreatment, the number who were victims of a second substantiated maltreatment report during the following 12 months.	Use earliest report and first subsequent report following.	Denominator: Number of children who had substantiated report during the prior year Numerator: Number of children in the denominator who were subjects of a substantiated report within 12months of the first report	State Data Unit
VII.G.2	Of cases that were referred to FSS, the number and percent for which there was a subsequent substantiated referral w/in 11-365 days of the FSS referral.	FSS can mean any alternative to opening a CPS case or removal.	Denominator: Number of children referred to FSS in a prior 12 month period Numerator: Number of those who had substantiated report w/in 11-365 days of the referral	State Data Unit

Table A-2

Table A-2									
	Outcome			Numerator		Denominator		Metric	
VI.A.1 ²⁰	At least 95% of all investigations of reports of abuse or neglect of foster children shall be commenced , including timely face-to-face private contact with the alleged victim, in accordance with Section 2106 of the Social Services Manual, within 24 hours of receipt of the report.			84		97		87%	
	97 children in care during Period 23 were named as victims in 79 maltreatment investigations; 84 of those children had private contact CPS investigators within 24 hours of the receipt of the report.								
VI.A.2	At least 95% of all investigations of reported abuse or neglect of foster children shall be completed , in accordance with Section 2106 of the Social Services Manual, within 30 days of receipt of the report.			73		79		92%	
	73 of the 79 the investigations of maltreatment in which the alleged victims were in care where completed within 30 days of the receipt of the report								
VI.A.3	Re-entry Into Care: Of all children who enter foster care in a 12-month period who were discharged within 12 months from foster care to reunification (including aftercare), living with a relative, or guardianship no more than 8.3% shall have re-entered care within 12 months from the date of discharge.			95		1,173		17%	
	This is new measure which relies on the CFSR 3 Reentry methodology. Because that method requires observing children enter, stay at least 8 days, exit to permanency within 1 yr, and then reenter from that exit within one year – it is necessary to refer to prior entry cohorts in order to generate the metric. The figures above represent entries to Region 14 from CY 2015. Of them, 95 exited to permanency within one year of entry (by 12/2016) and of them, 68 reentered care within one year of exit (by 12/2017). The State Unit Generated historical versions of this metric, as well as what is currently observable for the more recent entry cohorts. That performance is provided below – shaded cells contain incomplete data – not enough time has elapsed to fully observe the performance.								
	These data were generated by the State Data Unit December 2017. For this reason the 2015 data are very nearly complete and are used for this measure.	Entry Yr	Perm Exit w/in 1 yr	Reentry w/in 6 Mos	Reentry win 1 Yr	6 Months	12 Months		
		2013	858	45	61	10%	13%		
		2014	1185	76	109	12%	17%		
		2015	1173	68	95	12%	17%		
		2016	872	44	55	12%	15%		
2017	751	21	24	10%	11%				
VI.A.4	Maltreatment in care: Of all children in foster care during the reporting period, the rate of victimization shall be no more than 8.50 victims per 100,000 days.			DeKalb: 2 Fulton: 5 Total: 7		DeKalb: 157,563 Fulton: 115,981 Total: 273,544		DeKalb: 1.27 Fulton: 4.31 Total: 2.56	
	This a new measure which relies on the CFSR 3 methodology. That methodology controls for “exposure time” for the risk of maltreatment by calculating the total number of days that children with a least one day of care in the period experienced. It also counts any substantiated investigation associated with a child in care, regardless of who was the perpetrator of the maltreatment.								

²⁰ The current VI.A measures are the on-going measures.

Table A-2

Table A-2										
	Outcome				Numerator		Denominator		Metric	
VI.A.5	Search for Relatives: At least 95% of all foster children entering care shall have had a diligent search for parents and relatives undertaken and documented within 60 days of entering foster care.				DeKalb: 22		DeKalb: 30		DeKalb: 73%	
					Fulton: 22		Fulton: 30		Fulton: 73%	
					Total: 44		Total: 30		Total: 73%	
<i>60 cases were review (30 from each county). Of the 60, 17 were given credit because language was in the court order, and 19 were placed with relatives. Eight had evidence of diligent search in the file.</i>										
VI.A.6	Permanency: At least 43.6% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months shall be discharged from foster care to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child’s parents or primary caregiver, living with a relative, guardianship, or adoption.				DeKalb: 70		DeKalb: 254		DeKalb: 28%	
					Fulton: 57		Fulton: 196		Fulton: 29%	
					Total: 127		Total: 450		Total: 28%	
	<i>This is a new measure which relies on the CFSR 3 methodology. Because this is a 12 month measure, typically we would report partial performance on permanency for the group of children in care in Region 14 on the period beginning in January 1, and then provide the full metric in the following period report. However, the delay in issuance of the P23 report permits us to report on the full period. To understand P23 performance relative to recent years, the State Data Unit prepared historical data that displays the proportion of children who exited to permanency by the end of a 12 month period for a similar group of children in care on the first day of the prior two calendar years. See the table below for those data.</i>									
	<i>In care between 12-23 months</i>		<i>In Care 1/1</i>	<i>Qualifying Children</i>	<i>Exits in 6 Months</i>	<i>Exits in 12 Months</i>	<i>Percent 6 Months</i>	<i>Percent 12 Months</i>		
<i>Data prepared by State Data Unit January 2018.</i>		<i>DeKalb County</i>	2015	143	24	45	17%	31%		
			2016	225	19	44	8%	20%		
			2017	254	46	70	18%	28%		
		<i>Fulton County</i>	2015	94	16	34	17%	36%		
			2016	161	17	35	11%	22%		
			2017	196	31	57	16%	29%		
		<i>Region 14</i>	2015	237	40	79	17%	33%		
			2016	386	36	79	9%	20%		
			2017	450	77	127	17%	28%		

VI.A.7	Permanency: At least 30.3% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more shall be discharged to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child’s parents or primary caregiver, living with a relative, guardianship, or adoption.				DeKalb: 60 Fulton: 43 Total: 103		DeKalb: 275 Fulton: 196 Total: 471		DeKalb: 21% Fulton: 22% Total: 22%		
<i>This is a new measure which relies on the CFSR 3 methodology. Because this is a 12 month measure, typically we would report partial performance on permanency for the group of children in care in Region 14 on the period beginning in January 1, and then provide the full metric in the following period report. However, the delay in issuance of the P23 report permits us to report on the full period. To understand P23 performance relative to recent years, the State Data Unit prepared historical data that displays the proportion of children who exited to permanency by the end of a 12 month period for a similar group of children in care on the first day of the prior two calendar years. See the table below for those data.</i>											
In care 24 + months		In Care 1/1	Qualifying Children	Exits in 6 Months	Exits in 12 Months	Percent 6 Months		Percent 12 Months			
Data prepared by State Data Unit January 2018.	DeKalb County	2015	124	6	26	5%		21%			
		2016	173	24	51	14%		29%			
		2017	275	27	60	10%		22%			
	Fulton County	2015	147	22	49	15%		33%			
		2016	136	21	35	15%		26%			
		2017	196	17	43	9%		22%			
	Region 14	2015	271	28	75	10%		28%			
		2016	309	45	86	15%		28%			
		2017	471	44	103	9%		22%			
VI.A.8	Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80% will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.				DeKalb: 19 Fulton: 12 Total: 31		DeKalb: 37 Fulton: 15 Total: 52		DeKalb: 51% Fulton: 80% Total: 60%		
VI.A.9	Permanency Efforts (15/22): At least 95% of all foster children who reached the point of being in custody for 15 of the prior 22 months shall have had either (a) a petition for the termination of parental rights filed as to both parents or legal caregivers as applicable, or (b) documented compelling reasons in the child’s case record why termination of parental rights should not be filed.				DeKalb: 376 Fulton: 323 Total: 699		DeKalb: 406 Fulton: 339 Total: 745		DeKalb: 94% Fulton: 95% Total: 94%		
VI.A.10	Sibling placement: At least 80% of all children who entered foster care during the reporting period along with one or more siblings shall be placed with all of their siblings, subject to the following exceptions: <div>(a) doing so is harmful to one or more of the siblings, (b) one or more of the siblings has exceptional needs that can only be met in a specialized program or facility, (c) the size of the sibling group makes such placement impractical notwithstanding diligent efforts to place the group together; or (d) the siblings are placed with relative.</div>				DeKalb: 43 Fulton: 73 Total: 116		DeKalb: 51 Fulton: 75 Total: 126		DeKalb: 84% Fulton: 97% Total: 92%		

VI.A.11	Multiple Placement Moves: The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.				DeKalb: Fulton: Total:		DeKalb: Fulton: Total:		DeKalb: 2.10 Fulton: 3.69 Total: 2.8	
	<i>This is a new measure which relies on the CFSR 3 methodology. It requires observing the total number of moves children with a least one day of care a 12 month period, and dividing that figure by all of the days children with any days in care used in the same 12 month period. This measure includes both children in care on the first day of the 12 month period as well as children entering care during the 12 month period. To characterize baseline performance and in order to observe change over time, the State Data Unit generated historical analysis of this metric, preparing both six month and 12 month rates of movement. That analysis showed that six month rates notably overstate movement rates relative to full 12 month period. To control for overstated movement rate embedded in the six month estimate, the State Data Unit, in consultation with the MTAT has developed a method to generate an annualized 12 month rate when reporting on the Jan-Jun period. That method relies on actual six month data that is then annualized to reflect 12 month performance by applying growth estimates to both the numerator and denominator based on observed change from six to 12 months in the most recent two calendar years. Because the Period 23 report was delayed, we are able show both the annualized rate as well as a preliminary annual rates for the 2017 year. Those figures, along with the prior year rates, are displayed below.</i>									
		Moves per 1,000 Days			Moves in Period			Days in Period		
	Calendar Yr	DeKalb	Fulton	Total	DeKalb	Fulton	Total	DeKalb	Fulton	Total
	2015	4.60	8.31	6.14	1,310	1,686	2,996	284,869	203,005	487,874
	2016	3.10	4.99	3.89	966	1,105	2,071	311,486	221,347	532,833
	2017 -Annualized	2.19	3.49	2.74	655	813	1,452	298,584	232,980	529,872
	2017-Prelim (Jan 2018)	2.10	3.69	2.78						
	2017-Six Month	2.42	3.84	3.02						
VI.A.12	Caseworker Continuity: At least 90% of all children in custody at a point in time during the reporting period shall have had 2 or fewer DFCS placement case managers during the prior 12 months in custody. This measure shall not apply to cases that are transferred to an adoption case manager; case managers who have died, been terminated, promoted, or transferred to another county; or case managers who have covered a case during another case manager’s sick or maternity leave				DeKalb: 794 Fulton: 582 Total: 1,376		DeKalb: 875 Fulton: 647 Total: 1,522		DeKalb: 91% Fulton: 90% Total: 90%	
VI.A.13	Visitation (Worker-Child): At least 96.25% of the total minimum number of one in-placement visit per month and one additional private visit per month between case managers and children during the reporting period shall have taken place. Visits in excess of this required minimum of one in-placement and one private visit per month shall be excluded when calculating this percentage.				DeKalb: 9,810 Fulton: 7,618 Total: 17,428		DeKalb:10,173 Fulton: 7,708 Total: 17,881		DeKalb: 96.4% Fulton: 98.8% Total: 97.5%	
VI.A.14	Visitation (Parent-Child): At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification				DeKalb: 1,710 Fulton: 1,743 Total: 3,453		DeKalb:2,232 Fulton: 1,880 Total: 4,116		DeKalb: 76.6% Fulton: 92.7% Total: 83.9%	
Vi.A.15	Visitation (Worker-Caregiver): DFCS placement case managers shall visit each child’s foster parent, group care setting, or other caregiver setting at least one time each month. At least 95% of the total minimum number of required monthly visits by placement case				DeKalb: 4,851 Fulton: 3,767 Total: 8,618		DeKalb: 5,119 Fulton: 3,859 Total: 8,978		DeKalb: 94.8% Fulton: 97.6% Total: 96.0%	

	managers to caregivers during the reporting period shall have taken place. Visits to any caregiver with respect to the same child in excess of the required one visit per month shall be excluded when calculating this percentage			
Vi.A.16	Visitation (Between Siblings): Children who have one or more siblings in custody with whom they are not placed shall be provided a visit with their siblings at least one time each month, unless the visit is harmful to one or more of the siblings, the sibling is placed out of state in compliance with ICPC, or the distance between the children's placements is more than 50 miles and the child is placed with a relative. At least 90% of the total minimum number of required monthly sibling group visits shall have taken place during the reporting period. Visits among siblings in excess of the required one visit per month shall be excluded when calculating this percentage.	DeKalb: 626 Fulton: 640 Total: 1,266	DeKalb: 804 Fulton: 681 Total: 1,485	DeKalb: 77.9% Fulton: 94.0% Total: 85.3%
Vi.A.17	Education: At least 56% of children discharged from foster care at age 18 or older shall have graduated from high school or earned a GED.	n/a	n/a	n/a
	<i>This metric is generated annually in the report covering the period that ends June 30 of each year.</i>			
Vi.A.18	Placements Not in Full Approval Status: At least 98% of all foster placements serving class member children shall be in full approval and/or licensure status. In computing this percentage, each placement shall be weighted by the approved and/or licensed capacity of that placement.	Approved: 3,311	Total: 3,420	Total: 97%
Vi.A.19	Six-Month Case Plan Review: At least 95% of foster children in custody for six months or more shall have either had their six-month case plan review completed by the Juvenile Court within six months of their prior case plan review, or DFCS shall have submitted the child's six-month case plan to the Juvenile Court and filed a motion requesting a six-month case plan review within 45 days of the expiration of the six-month period following the last review	DeKalb: 38 Fulton: 30 Total: 68	DeKalb: 39 Fulton: 31 Total: 70	DeKalb: 97% Fulton: 97% Total: 97%
Vi.A.20	Permanency Hearing: At least 95% of foster children in custody for twelve or more months shall have either had a permanency hearing held by the Juvenile Court within 12 months of the time the child entered foster care or had his or her last permanency hearing, or DFCS shall have submitted the documents required by the Juvenile Court for and requested a permanency hearing within 45 days of the expiration of the 12-month period following the time the child entered foster care or had his or her last permanency hearing	DeKalb: 32 Fulton: 20 Total: 52	DeKalb: 32 Fulton: 22 Total: 54	DeKalb: 100% Fulton: 91% Total: 96%

VI.A.21	Health/Educational Needs. Of children in care at a point in time at end of reporting period, 92 percent shall have met each need documented in most recent plan: Medical, Dental, Mental Health, Educational		See Below		
		Medical Needs	DeKalb: 43 Fulton: 26 Total: 69	DeKalb: 46 Fulton: 35 Total: 81	DeKalb: 93% Fulton: 74% Total: 85%
		Dental Needs	DeKalb: 42 Fulton: 33 Total: 75	DeKalb: 46 Fulton: 35 Total: 81	DeKalb: 91% Fulton: 94% Total: 93%
		Mental Health Needs	DeKalb: 23 Fulton: 24 Total: 47	DeKalb: 29 Fulton: 29 Total: 58	DeKalb: 79% Fulton: 83% Total: 81%
		Education/Developmental Needs	DeKalb: 45 Fulton: 31 Total: 76	DeKalb: 46 Fulton: 35 Total: 81	DeKalb: 98% Fulton: 89% Total: 94%
VI.B. ²¹ 2	Corporal Punishment: At least 98% of all foster homes will not have an incident of corporal punishment (any physical punishment of a child that inflicts pain) within the previous 12 months				<p>100%</p> <p>Of the 82 foster homes in the sample, 6 (7.3%) had referrals or attempted referrals of suspected abuse or neglect between January 1 and June 30, 2017.</p> <p>In none of the 6 foster homes did the record</p>

²¹ VI.B metrics are currently attained outcomes

							substantiate, confirm or support that corporal punishment was, in fact, used during the 12 months between July 1, 2016-June 30, 2017.																																																																		
VI.B.23	Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least 40.5% shall be discharged to permanency within 12 months of entering foster care. Permanency, for the purposes of this measure, includes reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.	DeKalb: 194 Fulton: 165 Total: 359	DeKalb: 507 Fulton: 366 Total: 873	DeKalb: 38% Fulton: 49% Total: 41%	<p><i>This is a new measure which relies on the CFSR 3 methodology. Spells lasting less than 8 days are dropped so that the numerator can function as the denominator for the reentry metric. This both a 12 month measure AND a longitudinal measure; so it take some time to both observe entries in the most recent 12 and also to report on positive permanency that occurred within 12 months of entry. For that reason – we report the most cohort that is fully observable and additionally, we provide performance to date on the most recently observed entry group. Additionally, the State Data Unit prepared historical data that displays the historical data depicting permanency for enters within one year of their entry. See the table below for those data. The highlighted cells contained censored data – that is the full performance is not observable until 12/31/2018. Gray shaded cells represented the most current data.</i></p> <table> <tr> <th></th><th></th><th>Admission Yr</th><th>Entries</th><th>Perm w/in 12</th><th>Perm to Date</th><th>% 12 M</th><th>% to Date</th></tr> <tr> <td rowspan="9">Data developed by the State Data Unit, reports on permanency achieved for the most recent three exit cohorts. Stays lasting less than 8 days are dropped in these results.</td><td rowspan="3">DeKalb County</td><td>2015</td><td>688</td><td>322</td><td>441</td><td>47%</td><td>64%</td></tr> <tr> <td>2016</td><td>507</td><td>194</td><td>224</td><td>38%</td><td>44%</td></tr> <tr> <td>2017</td><td>418</td><td>120</td><td>120</td><td>29%</td><td>29%</td></tr> <tr> <td rowspan="3">Fulton County</td><td>2015</td><td>486</td><td>239</td><td>313</td><td>49%</td><td>64%</td></tr> <tr> <td>2016</td><td>366</td><td>165</td><td>193</td><td>45%</td><td>53%</td></tr> <tr> <td>2017</td><td>390</td><td>110</td><td>110</td><td>28%</td><td>28%</td></tr> <tr> <td rowspan="3">Region 14</td><td>2015</td><td>1,174</td><td>561</td><td>754</td><td>48%</td><td>64%</td></tr> <tr> <td>2016</td><td>873</td><td>359</td><td>417</td><td>41%</td><td>48%</td></tr> <tr> <td>2017</td><td>808</td><td>230</td><td>230</td><td>28%</td><td>28%</td></tr> </table>					Admission Yr	Entries	Perm w/in 12	Perm to Date	% 12 M	% to Date	Data developed by the State Data Unit, reports on permanency achieved for the most recent three exit cohorts. Stays lasting less than 8 days are dropped in these results.	DeKalb County	2015	688	322	441	47%	64%	2016	507	194	224	38%	44%	2017	418	120	120	29%	29%	Fulton County	2015	486	239	313	49%	64%	2016	366	165	193	45%	53%	2017	390	110	110	28%	28%	Region 14	2015	1,174	561	754	48%	64%	2016	873	359	417	41%	48%	2017	808	230	230	28%	28%
		Admission Yr	Entries	Perm w/in 12	Perm to Date	% 12 M	% to Date																																																																		
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		2016	873	359	417	41%	48%																																																																		
		2017	808	230	230	28%	28%																																																																		

VI.B.24	Adoption Disruptions: No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period.	DeKalb: 0 Fulton: 0 Total: 0	DeKalb: 25 Fulton: 12 Total: 37 These are adoptions that finalized between January 1, 2016 and June 30, 2016.	DeKalb: 0% Fulton: 0% Total: 0%
VI.B.25	Placement Within County: At least 90% of all children at a point in time during the reporting period shall be placed in the county from which they were removed or within a 50-mile radius of the home from which they were removed. This measure is subject to the following exceptions: (a) the child's needs are so exceptional that they cannot be met by a family or facility meeting these geographical restrictions, (b) the child is placed through the ICPC consistent with its terms, (c) the child is appropriately placed with relatives, or (d) the child is in an adoptive placement with a prospective adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court.	1,429	1,485	96%
	<i>As noted above, the methodology for this metric changed. Rather than being evaluated through case review, the Data Unit generated a metric using the entire class of children in placement on the last day of the period. To generate the final metric – they considered who placement on 6/20/2017 was placed in the w/in 50 miles of their removal address, was placed within the same county as their removal county, or qualified for an exception as stipulated in the agreement. The numerator was adjusted upward to reflected both those that met the standard AND those who were exceptions. The reciprocal of the numerator is the measure. See below for the adjustments.</i>			
		Placed	Denominator	Numerator
	Total in Placement on 6/30/2017	1,485	1,485	1,429
			% of those placed	
	Placed in Same County	554	37%	554
	Placed in Different County	931	63%	
	Different county & exception placement	247	17%	247
	Different county	684	46%	
	Diff county & placed w/in 50 miles	601	40%	601
	Diff county & place greater than 50 miles	83	6%	
	Diff county, > than 50 miles & exempt	27	2%	27
	Diff county, > than 50 miles & NOT exempt	56	4%	

VI.B.26	Visitation (Worker-Child): At least 96.25% of the total minimum number of monthly private, in-placement visits between case managers and children during the reporting period shall have taken place. Visits in excess of the required one private visit per month shall be excluded when calculating this percentage.	DeKalb: 5,013 Fulton: 3,827 Total: 8,840	DeKalb: 5,186 Fulton: 3,900 Total: 9,086	DeKalb: 96.7% Fulton: 98.1% Total: 97.3%
VI.B.27	Court Orders: At least 95% of foster children in custody at a point in time during the reporting period shall have all applicable language in court orders necessary to assess qualification for federal funding under Title IV-E of the Social Security Act.	DeKalb: 45 Fulton: 40 Total: 85	DeKalb: 52 Fulton: 40 Total: 92	DeKalb: 87% Fulton: 100% Total: 92%
VI.B.28	Capacity Limits: No more than 10% of all foster home placements serving class member children at any time during the reporting period shall exceed the following capacity limits: (a) no placement shall result in more than 3 foster children in a foster home, or a total of 6 children in the home, including the foster family's biological and/or adopted children, without the written approval of the County Director, and (b) no placement will result in more than 3 children under the age of 3 in a foster home. The only exception to these capacity limits shall be the placement of a sibling group in a foster home.	0	477	0%

Other Consent Decree Requirements							
VII.G.1	Recurrence of substantiated investigations: Of children in each county during prior two reporting periods who experienced substantiated maltreatment, the number who were victims of a second substantiated maltreatment report during the following 12 months.			DeKalb: 87 Fulton: 120 Total: 207	DeKalb: 1,397 Fulton: 1,626 Total: 3,023	DeKalb: 6.2% Fulton: 7.4% Total: 6.8%	
	This measure has been revised to be prospective, and is essentially the Federal CFSR recurrence measure. Like other longitudinal metrics, the full measure cannot be observed until 12 months following the last base substantiated report in each year. We report here the 2015 recurrence rate, but provide the performance to date for 2016 and 2017 substantiated reports. The 2016 are nearly complete; we will report on that rate in the P24 report, and provided updated information for both the 2017 reports and those that are referred in the first half of 2018.						
	Region/County		Report Yr	Earliest Subx Report	Recurrence in 12 Months	Percent Recurrence	
	Data provided by State Data Unit in mid-December 2017. Because of reporting lag time, both the 2016 and the 2017 highlighted figures should be considered censored and incomplete.	DeKalb County		2015	1397	87	6.2%
				2016	563	21	3.7%
2017				478	7	1.5%	
Fulton County		2015	1626	120	7.4%		
		2016	795	46	5.8%		
		2017	385	8	2.1%		
Region 14		2015	3023	207	6.8%		
		2016	1358	67	4.9%		
		2017	863	15	17%		
VII.G.2	Substantiated investigation following FSS case. Of cases that were referred to FSS, the number and percent for which there was a subsequent substantiated referral w/in 11-365 days of the FSS referral.			DeKalb: 95 Fulton: 195 Total: 290	DeKalb: 1528 Fulton: 1901 Total: 4151	DeKalb: 6.2% Fulton: 7.4% Total: 7.0%	
	This is prospective measure which looks to see what number and percent of cases referred to RSS have a re-referral in the subsequent year. Like other longitudinal measures, it takes time to observe the original referral and then look forward for future substantiations. For this reason we report on FSS cases from 2015 for whom the full period following referral to FSS could be observed, and report partial data for the subsequent two calendar years. These data will updated in each subsequent monitoring report, while preliminary data from 2018 will be added as well.						
	Data provided by State Data Unit in mid-December 2017. Because of reporting lag time, both the 2016 and the 2017 (highlighted) figures should be considered censored and incomplete.	Region/County		Report Yr	Earliest FSS Report	Sub Report in 12 Mos	Percent Sub in 12 Mos
		DeKalb County		2015	1528	95	6.2%
				2016	1901	41	2.2%
2017				1229	30	2.4%	
Fulton County		2015	2623	195	7.4%		
		2016	3361	96	2.9%		
		2017	2083	44	2.1%		
Region 14		2015	4151	290	7.0%		
		2016	5262	137	2.6%		
		2017	3312	74	2.2%		

IV.B.5	In placement visitation: 4 in 4 for new placements; monthly thereafter. There should be at least one in-placement visit and one private, face to face during the first week and at least three additional visits with the first four weeks.	DeKalb: 25 Fulton: 35 Total: 60	DeKalb: 61 Fulton: 68 Total: 129	DeKalb: 41% Fulton: 51% Total: 47%
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Table A-3**Caseload Caps in DeKalb County on June 30, 2017**

Case Manager Function	Caseload Cap: Number of cases (families and children)	Number of Active Staff on 6/30/2017	Number of Active, On-leave Staff on 6/30/2017	Actual Performance				
				Meeting Caps on Assigned Caseload		Not Meeting Cap On Assigned Caseload		Cases Assigned to Workers On Leave/ Supervisors
				Number	%	Number	%	Number
CPS Investigations	12 families	33		23	70%	10	30%	8
Family Preservation	17 families	12		12	100%	0	0%	6
Permanency Case Manager	15 children	30		15	50%	15	50%	10
Specialized Case Manager	12 children	30		8	27%	22	73%	3
Adoption Case Manager	16 children	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total		105		58	55%	47	45%	27

Table A-4**DeKalb County Supervisory Caseloads on June 30, 2017**

Program/Service Area	Number of Units	Meeting 1 to 5 Ratio		Not Meeting 1 to 5 Ratio	
		Number	Percent	Number	Percent
Child Protective Services (Investigations and Family Preservation)	10	9	90%	1	10%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	12	9	75%	3	25%

Table A-5
Caseload Caps in Fulton County on June 30, 2017

Case Manager Function	Caseload Cap: Number of cases (families and children)	Number of Active Staff on 6/30/2017	Number of Active, On-leave Staff on 6/30/2017	Actual Performance				
				Meeting Caps on Assigned Caseload		Not Meeting Cap On Assigned Caseload		Cases Assigned to Workers On Leave/ Supervisors
				Number	%	Number	%	Number
CPS Investigations	12 families	38		25	66%	13	34%	0
Family Preservation	17 families	10		10	100%	0	0%	1
Permanency Case Manager	15 children	28		21	75%	7	25%	0
Specialized Case Manager	12 children	24		7	29%	17	71%	0
Adoption Case Manager	16 children	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total	12 children	100		63	63%	37	37%	1

Table A-6
Fulton County Supervisory Caseloads on June 30, 2017

Program/Service Area	Number of Units	Meeting 1 to 5 Ratio		Not Meeting 1 to 5 Ratio	
	Total	Number	Percent	Number	Percent
Child Protective Services (Investigations and Family Preservation)	10	7	70%	3	30%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	8	2	25%	6	75%

Table A-7
Region 14 Caseload Caps on June 30, 2017

Case Manager Function	Caseload Cap: Number of cases (families and children)	Number of Active Staff on 6/30/2017	Number of Active, On- leave Staff on 6/30/2017	Actual Performance				
				Meeting Caps on Assigned Caseload		Not Meeting Cap On Assigned Caseload		Cases Assigned to Workers On Leave/ Supervisors
				Number	%	Number	%	Number
CPS Investigations	12 families	71	Not applicable	49	69%	22	31%	8
Family Preservation	17 families	22	Not applicable	22	100%	0	0%	7
Permanency Case Manager	15 children	58	Not applicable	36	63%	22	37%	10
Specialized Case Manager	12 children	54	Not Applicable	15	28%	39	72%	3
Adoption Case Manager	16 children	Not applicable	Not Applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
Total		205	Not applicable	121	59%	84	41%	28

Table A-8
Region 14 Supervisory Caseloads on June 30, 2017

Program/Service Area	Number of Units	Meeting 1 to 5 Ratio		Not Meeting 1 to 5 Ratio	
	Total	Number	Percent	Number	Percent
Child Protective Services (Investigations and Family Preservation)	20	16	80%	4	20%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	20	11	55%	9	45%
Total	40	27	68%	13	33%

Table A-9**Outcome 1: Initiation of Maltreatment in Care Investigations**

Investigating County	Commenced within 24 Hours		Not Commenced within 24 Hours		Total	
	Number of Alleged Victim Children	Percent of Total	Number of Alleged Victim Children	Percent of Total	Number of Alleged Victim Children	Percent of Total
DeKalb/Fulton	20	95.2%	1	4.8%	21	21.6%
Perimeter Counties	27	84.4%	5	15.6%	32	33.0%
State Special Investigations Unit	37	84.1%	7	15.9%	44	45.4%
Total	84	86.6%	13	13.4%	97	100%

Table A-10**Outcome 1: Supplemental Review****Reports Received Prior to January 1, 2017 for 20 Alleged Victim Children involved in 18 Investigations**

Investigating County	Commenced within 24 Hours		Not Commenced within 24 Hours		Total	
	Number of Alleged Victim Children	Percent of Total	Number of Alleged Victim Children	Percent of Total	Number of Alleged Victim Children	Percent of Total
DeKalb/Fulton	0	0%	1	100%	1	5%
Perimeter Counties	6	85.7%	1	14.3%	7	35%
State Special Investigations Unit	11	91.7%	1	8.3%	12	60%
Total	17	85.0%	3	15.0%	20	100%

Table A-11**Outcome 2: Completion of Maltreatment in Care Investigations**

Investigating County	Completed within 30 Days		Not Completed within 30 Days		Total	
	Number of Investigations	Percent of Total	Number of Investigations	Percent of Total	Number of Investigations	Percent of Total
DeKalb/Fulton	17	100%	0	0%	17	21.5%
Perimeter Counties	24	100%	0	0%	24	30.4%
State Special Investigations Unit	32	84.2%	6	15.8%	38	48.1%
Total	73	92.4%	6	7.6%	79	100%

Table A-12**Outcome 2: Supplemental Review****Reports Received Prior to January 1, 2017 for 20 Alleged Victim Children involved in 18 Investigations**

Investigating County	Completed within 30 Days		Not Completed within 30 Days		Total	
	Number of Investigations	Percent of Total	Number of Investigations	Percent of Total	Number of Investigations	Percent of Total
DeKalb/Fulton	0	0%	1	100%	1	5.6%
Perimeter Counties	5	83.3%	1	16.7%	6	33.3%
State Special Investigations Unit	9	81.8%	2	18.2%	11	61.1%
Total	14	77.8%	4	22.2%	18	100%

APPENDIX B

Definitions

Adoptive Placement means the interval during which a child is placed with a prospective adoptive family following the signing of the appropriate adoptive placement agreement form, but before the entry of the adoption decree by the court.

Child or Children or Class Member Children or Class Members mean a child or children who have been, are or will be alleged or adjudicated deprived who (1) are or will be in the custody of the State Defendants; and (2) have or will have an open case in Fulton County DFCS or DeKalb County DFCS.

Child Caring Institution (CCI) is any child-welfare facility which provides full-time room, board and watchful oversight (RBWO) to six or more children up to 18 years of age. Some CCIs are approved to care for youth up to age 21. The CCI must be approved through the Office of Provider Management (OPM) to serve children in DFCS custody.

Child Placing Agency (CPA) is agency that places children in foster and adoptive homes for individualized care, supervision and oversight. Child placing agencies are responsible for assessing the placement regarding the appropriateness of the room, board and watchful oversight that the prospective foster and adoptive families will provide. The CPA's employees and their foster and adoptive parents work as a team to provide a stabilizing and nurturing environment that promotes safety, permanency and well-being.

Corporal Punishment means any physical punishment on a child that inflicts pain.

CPA Foster Home is a foster home approved by a Child Placing Agency for the temporary placement of children in foster care.

DeKalb DFCS means DeKalb County Department of Family and Children Services.

DFCS when used alone means the Georgia Division of Family and Children Services.

DFCS Foster Home is a non-relative foster homes approved by DFCS for the temporary placement of children in foster care.

DFCS or CPA Adoptive Home is an adoptive home approved for the foster care placement of a child for whom the established goal is adoption. Adoptive homes must meet the regular standards of care required for approved family foster homes and any conditions specified in that approval.

DFCS Relative Foster Home is a relative foster home approved by DFCS for the temporary placement of minor relatives. It is DFCS' preference that all relatives are approved as foster parents and receive a foster care per diem. The goal of relatives becoming foster parents is to ensure that the child has services to address his/her needs.

DHHS means the United States Department of Health and Human Services.

DHR means Georgia Department of Human Resources.

Discipline or Other Serious Foster Care Violation means and includes those acts or situations by the caregiver that pose an immediate or potential risk to the safety or well-being of the child in care. These may include, but are not limited to, inappropriate disciplinary measures (both physical/corporal and emotional), violations of supervision or other safety requirements that pose serious risk factors to the child.

EPSDT means the Early and Periodic Screening, Diagnosis and Treatment Program for individuals under 21 years of age contained in Title XIX of the Social Security Act, as amended.

Fictive Kin means a person who is known to a child as a relative, but is not, in fact, related by blood.

Foster Parent means volunteers who are trained and certified by DFCS or Child Placing Agencies to provide for the temporary care of children placed in the custody of DFCS. Foster parents work as a part of a team to assure that a child's physical, emotional, medical and psychological needs are met while they are in foster care. Although, it is not the goal to replace the child's parents, foster parents are asked to assume the responsibility of parenting the children placed in their home.

Foster Relative means biological kin who are trained and certified by DFCS to provide for the care of relative children placed in the custody of DFCS. Foster relatives work as a part of a team to assure that a child's physical, emotional, medical and psychological needs are met while they are in foster care. Although, it is not the goal to replace the child's parents, foster relatives are asked to assume the responsibility of parenting the children placed in their home.

Fulton DFCS means the Fulton County Department of Family and Children Services.

Georgia Health Check Program means Georgia Medicaid's well-child or preventive health care program adopted pursuant to EPSDT, and shall contain such components as they exist in the Georgia Health Check Program as of February 1, 2005.

Governor means the Governor of the State of Georgia.

Legal Guardianship means the appointment of an individual as a legal guardian for a child as authorized by either the probate court under O.C.G.A. Title 29 or the juvenile court under O.C.G.A. Chapter 15-11-2(36).

One Episode of Foster Care means the period of time that a child is in foster care from the date of removal from the home until the child is discharged from DFCS custody, except that a runaway does not trigger a new episode of foster care.

Permanent Legal Custody means custody granted in accordance with an order of the superior court or the juvenile court, which places a child in the custody of an individual or individuals until the child reaches 18 years of age.

Permanent Placement with Relatives means placing a child with a relative who is willing to assume long-term responsibility for the child, but has reasons for not adopting the child or obtaining guardianship or permanent legal custody, and it is in the child's best interests to remain in the home of the relative rather than be considered for adoption, permanent legal custody, or guardianship by another person. In such circumstances, there shall be in place an agreement for long-term care signed by DFCS and the relative committing to the permanency and stability of this placement unless it is necessary to disrupt the long-term placement.

Psychiatric Residential Treatment Facility (PRTF) is a temporary non-hospital facility with a provider agreement with a State Medicaid Agency to provide intensive therapeutic intervention to a child to ensure safety and stability. PRTFs offer intensive behavioral health services to children in Georgia.

Relatives are persons who are related by blood, marriage or adoption including the spouse of any of those persons even if the marriage was terminated by death or divorce.

Relative Placement refers to placement in the home of a relative or fictive kin who do not receive a foster care per diem for the care of the child. The relative placement may be a non-paid placement or the relative may receive TANF or an Enhanced Relative Rate (ERR) Subsidy. Fictive kin are not eligible for TANF or an Enhanced Relative Rate (ERR) Subsidy. Fictive kin must become foster parents to receive financial assistance.

Placement with relatives or fictive kin may occur very quickly if there is a satisfactory CPS history check, safety and home assessment check, and a Georgia Crime Information Center (GCIC) check through the Office of the Inspector General (OIG) on all household members 18 years of age or older. A Relative or Non-Relative Care Assessment must be completed no later than 30 calendar days after the placement of a child.

State DFCS means the Division of Family and Children Services of the Georgia Department of Human Resources.

Suspected Abuse or Neglect means being based on reasonable cause to believe that a child may have been abused or neglected.

Suspected Corporal Punishment means being based on reasonable cause to believe that corporal punishment may have been used on a child.