

PERIOD 24
MONITORING REPORT
OF
THE ACCOUNTABILTY AGENT AND
MONITORING AND TECHNICAL ASSISTANCE
TEAM

IN THE CASE OF

Kenny A. v. Deal

June 25, 2018

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SECTION ONE INTRODUCTION

The Period 24 report is the second 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. These infrastructure standards will be reported in the Period 25 Report.

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 July 1, 2017 through December 31, 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 Period 23 Report revealed significant changes in leadership at the state and regional levels. Since the publishing of that report, additional changes have occurred within Region 14 that will directly impact the direction and strategies employed to address reforms under the Consent Decree. Ms. Lynn Barmore, Metro District Director for Regions 13 and 14, retired at the end of March 2018. Mr. James Binnicker, former North District Director for Regions 1, 2, 3, 4, and 5, was appointed to provide leadership for the Metro District. Ms. Andrea Tulloch, Regional Director for Region 14 transitioned to a position in the state office. Thus, in addition to his District Director responsibilities, Mr. Binnicker also assumed responsibilities as the Region 14 Director until he is able to fill the position. In DeKalb County, Ms. Erica Barnes was appointed as the Deputy Director. To date, Fulton County is still in the process of hiring a Deputy Director. 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. Recognizing the importance of stabilizing leadership, Governor Deal officially appointed State Director Virginia Pryor to the position for which she was serving on an interim basis.

Regional Priorities and Transition of the MEASURES Process

The DeKalb and Fulton County Directors, along with the new District Director continue to prioritize the following reform areas and strategies in Region 14 for 2018.

1. Meet staffing levels and shorten the period to fill vacancies in supervisor and case manager positions.

The counties now begin the process of filling vacancies as soon as an employee exit is known. In addition, candidates are being identified for a Lead Worker program to begin learning supervisory skills. The counties also indicate that these Lead Workers are participating in supervisor training to make the transition into these roles as seamless as possible.

2. Increase the quality of work through ongoing training, coaching and development of the workforce.

Both counties have placed an emphasis on training staff at all levels through the Back to Basics program. In addition to the agency training staff, outside trainers and stakeholders are also conducting workshops for staff at various levels.

3. Decrease the foster care population by taking every measure to keep families together when possible.

The counties have placed more emphasis on Pre-Removal Family Team Meetings (FTM's) to ensure that efforts are made to address safety and preserve the child in the home. They are also utilizing the genogram throughout the life of the case to identify relatives as permanency options for children in care.

4. Keep children placed within the region.

The counties have met with Child Placing Agencies (CPAs) to discuss recruiting more homes in the region. These agencies are working closely with the DFCS to place Region 14 children in these homes. The Resource Development unit is also talking to police officers, churches, and other groups in an effort to recruit more foster homes in region.

5. Rebrand the counties through increased professionalism and responsiveness.

Region 14 is communicating with and involving community partners to build a System of Care approach to build a State of Hope for children in foster care. Both counties are also partnering with Human Resources to implement customer service training for all levels of staff.

MTAT will continue participating in the Region 14 workgroups and the MEASURE TEAM + Leaders meetings to monitor and provide data analysis to assist leaders in tracking and evaluating the identified priorities and strategies. Success will depend greatly on the 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 DFCS Strategic Plan has a section devoted to the specific workforce related strategies that have been identified that leaders believe will result in lower turnover in workforce and higher employee satisfaction. Implementation of the Employee Selection Protocol, employee certification in Solution Based Casework and providing training on secondary traumatic stress are among the strategies outlined.

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 based on the DFCS Strategic Plan but were not agreed upon or in effect during Period 24.

As noted in the previous section, a significant transition has taken place at the regional and district levels of leadership. A new District Director has taken over the leadership of the Metro District as well as the workforce development workgroup and has reinstated this as a regular monthly meeting. The OHR is represented on this workgroup along with regional leaders, both county directors and frontline case managers and supervisors. This workgroup is responsible for the implementation of these Infrastructure Standards.

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.

To address the lack of consistently generated workforce data, MTAT has begun to work with the State Data Unit to develop a systematic approach to evaluating workforce dynamics. The Data Unit very recently shared a preliminary report of hiring and turnover in the region. That report is currently being reviewed; but it shows workforce tenure and turnover patterns for existing and new hires, specifying reasons separating including resignation, retirement, promotion, transfer, and release/dismissal. The expectation is that this report will be updated for each period and provide a consistent report of workforce patterns in the region over time.

2. Supervisory ratios were high and the number of case managers exceeding caseload standards was a concern in both DeKalb and Fulton counties on December 31, 2017.

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.

For the 205 CPS, family preservation, permanency, and specialized case managers who were active on December 31, 2017, 130 (63%) of them were meeting caseload expectations. Not counted in these numbers were eight cases assigned to supervisors or workers on leave. Also excluded were 32 cases pending case assignment.

On this same date, there were 43 active CPS and permanency supervisors, 25 (58%) of them were assigned five (5) or fewer case managers and most of those were CPS supervisors. Very few permanency supervisors in Period 24 were assigned five or fewer case managers. A breakdown of these data are provided below compared to prior periods and between the two counties.

CPS Case Managers

For CPS case managers, 78 percent of them were assigned twelve (12) or fewer families to respond to or investigate reports of maltreatment on December 31, 2017.

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.¹ This was also the case on December 31, 2017 when 100 percent of these case managers met the standard.

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

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, 2015.² Only 58 percent of all permanency case managers were meeting caseload expectations on December 31, 2017.

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, 2016.³ One year later, on December 31, 2017, the percentage of case managers meeting this expectation was 36 percent.⁴

Supervisors

All of the DeKalb County supervisors on December 31, 2017 were meeting expectations related to the number of case managers they were assigned. This was true for seven of ten (70%) supervisors in Fulton County on this same date.

The concern in both counties is that far too many supervisors of case managers assigned to children in foster care are exceeding agreed upon ratios.

DeKalb County on December 31, 2017

Caseloads for (38%) of the case managers in of DeKalb County on December 31, 2017 were too high and exceeded agreed upon limits. This was especially the case for case managers serving children in foster care. It should be noted that almost all CPS case managers (97%) were assigned caseloads that met agreed upon standards. On this date, there were eight cases assigned to supervisors or workers on leave and eighteen cases pending assignment. See Tables A-3 and A-4 in the appendices for more information.

Fulton County on December 31, 2017

Fulton County was having a similar experience on this same date compared to DeKalb County. About the same percentage of Fulton County case managers (35%) were exceeding caseload expectations on December 31, 2017. There were 14 cases pending case assignment on this date. See Tables A-5 and A-6 in the appendices for more information.

² See *Period 22 Final Data Report Kenny A. v. Deal*.

³ *Ibid*.

⁴ 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.

3. While the number of case managers and supervisors certified in Solution Based Casework remained very low during the period, there has been a turnaround in recent months.

While a majority of DFCS case managers and supervisors in both DeKalb and Fulton counties have completed required training, *Solution Based Casework for Case Managers* and *Solution Based Casework for Supervisors*, only 26 case managers and six supervisors had completed the certification process as of December 31, 2017.

To address identified concerns about the implementation of SBC in both DeKalb and Fulton counties, DFCS state, regional and county leaders met in January 2018 to review data, discuss progress, barriers to implementation and develop strategies to move forward. Subsequently, there has been some momentum through fidelity reviews, case consultations, leadership support and accountability related to the use of SBC tools and practices with families as well as the number of case managers and supervisors completing certification. As noted in previous reports, to become certified case managers 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. 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 case manager.

4. There are many changes in process related to the workforce in DeKalb and Fulton counties – recruitment and selection, preparation, and training for new hires, as well as support for existing employees.

The Office of Human Resources 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.

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.

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 state has 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 the knowledge, skills, and practice needed to engage families, assess safety, and make decisions that result in better outcomes for children and families;
- 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 June 2018. The Metro District Department of Education and Professional Development will provide information and support to new hires during the sixteen weeks that has been set aside for pre-service training, however this timeline will not be extended for additional supplemental training.

There is also a focus on building the capabilities of mid-level managers in the two counties. These managers oftentimes know policy, protocol and policies, but need support to become better, more effective leaders. There is a five-part training, Performance Excellence in Action that will be provided to these employees. The focus is on supervision, specifically employee engagement, team building, federal laws and compliance, and performance management.

SECTION THREE: STATE OF CHILDREN AND FAMILIES IN METROPOLITAN ATLANTA

As Region 14 ushered in new leadership and continued stabilizing the workforce, the counties struggled to meet key engagement outcome measures during Period 24. Overall, the number of children and youth entering foster care continued decreasing, however, the number of children exiting care also continued decreasing during Period 24. There were 465 entries during this period but only 437 exits. Thus, the overall number of children in foster care increased, resulting in high caseloads. Table 5 in the section below reflects the region's performance on each outcome measure in the Modified Consent Decree and Exit Plan. While both counties share challenges in certain areas such as completing four visits within a child's first four weeks in a new placement, other areas of challenge are 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.

The Period 24 report is the second 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 24 Outcomes

In the next section, we provide an overview of case flow dynamics in Region 14 during the most recent three years. These data provide useful context for interpreting outcomes associated with the July through December period under review. 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 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 information about the short-stayers in the 2017 period, comparing that to the earlier two years. While there 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 and are current through December 31, 2017.

Table 1 below shows that the number of children and youth entering care in Region 14 continues to decrease relative to the most recent years.

Table 1: Children Entering Foster Care in Region 14

Age at Entry	Total			DeKalb			Fulton			Change from 2016	
	2015	2016	2017	2015	2016	2017	2015	2016	2017	DeKalb	Fulton
Total	1,362	1,014	891	760	549	441	602	465	450	-15%	-3%
Under 1	195	153	157	101	82	76	94	71	81	-13%	14%
1 to 5 Years	381	242	210	230	138	99	151	104	111	-25%	7%
6 to12 Years	333	248	226	194	140	109	139	108	117	-23%	8%
13 to 17 Years	453	371	298	235	189	157	218	182	141	-4%	-23%
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%	24%	30%	25%	22%	25%	22%	25%		
6 to12 Years	24%	24%	25%	26%	26%	25%	23%	23%	26%		
13 to 17 Years	33%	37%	33%	31%	34%	36%	36%	39%	31%		

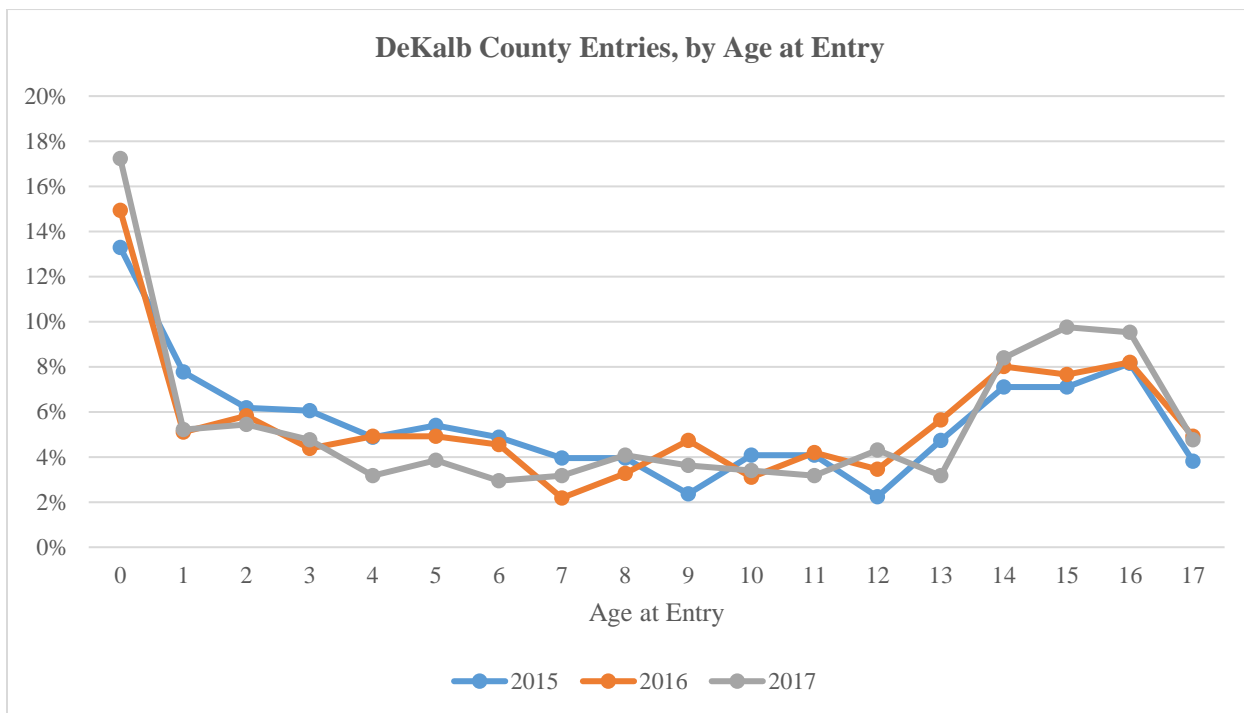
Source: DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data

In 2017, for the region overall, about 18 percent of entrants were infants (children under 1 at removal), a slight increase from prior years, and consistent with trends observed in the first six months of 2017. Overall for Region 14, the decline in entries observed in the first half of 2017 persisted through the end of the year. The 891 entries in 2017 was 12 percent fewer entries from the 1,014 entries from 2016. The notable decrease in entries from 2015 persisted for each county, in DeKalb, there continued notable decrease of another 15 percent, while in Fulton County, the decrease leveled with an overall decline of three percent. Fulton substantially decreased entries for children between the ages of 1 and 12 years old. In DeKalb, there were slight increases in entries for the younger age groups, but a nearly 25 percent decrease in teen entries

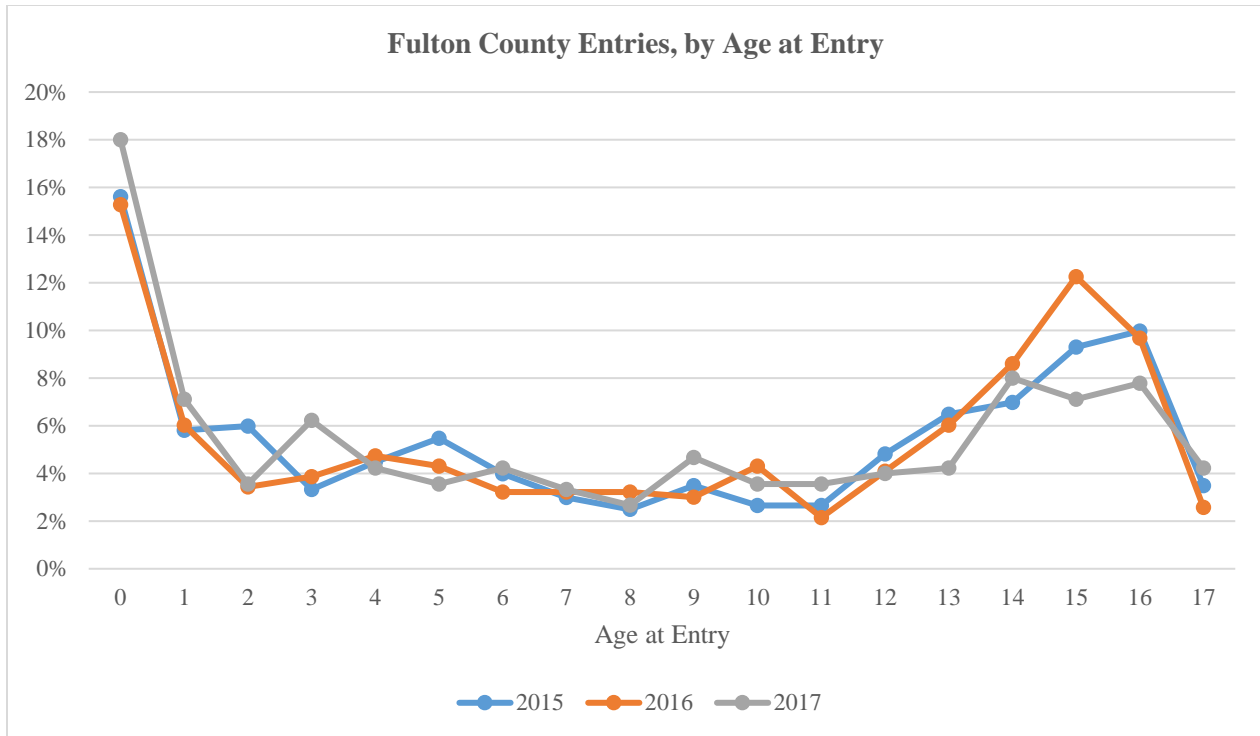
Figure 1 below provides an additional view of the distribution of the entry groups by single year age, and county, and show how those distribution have shifted from the prior two years. In both cases, infants are the greatest proportion of each entry cohort, followed by a steep decline with some variation by age, county, and entry year over time.

In DeKalb, the 2017 entry group is distinguished by peaks at each end of the age distribution. Infants clearly make up the greatest proportion of the 2017 entrants, the largest proportion observed in the last three years. Similarly, youth 14 and older make up the next greatest proportion of enterers – between 8 and 10 percent in 2017 – higher also than in prior years.

Figure 1: DeKalb and Fulton Entries by Age



For Fulton County, the patterns are slightly different: Infants are the largest proportion of the entry group, and at 18 percent, they are at the highest proportion observed in the most recent three years. But there is not similar bump for the older children. In fact, the opposite dynamic is observed – teenagers are entering as a smaller proportion of the entry group –especially 15 through 17 year olds, who represented less than 10 percent of the entry group.



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

The next set of tables show the placement type for children and youth at the time of entry. Nearly three quarters 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, AWOL status, and unknown settings).

Table 2: Placements for Children and Youth Entering Foster Care

First Placement Type	Region 14			DeKalb			Fulton		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
Total	1,362	1,014	891	760	549	441	602	465	450
Foster	650	437	403	376	234	200	274	203	203
Relative/Kinship	305	250	240	176	144	120	129	106	120
Congregate	175	157	155	101	80	73	74	77	82
Other	232	170	93	107	91	48	125	79	45
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%
Foster	48%	43%	45%	49%	43%	45%	46%	44%	45%
Relative/Kinship	22%	25%	27%	23%	26%	27%	21%	23%	27%
Congregate	13%	15%	17%	13%	15%	17%	12%	17%	18%
Other	17%	17%	10%	14%	17%	11%	21%	17%	10%

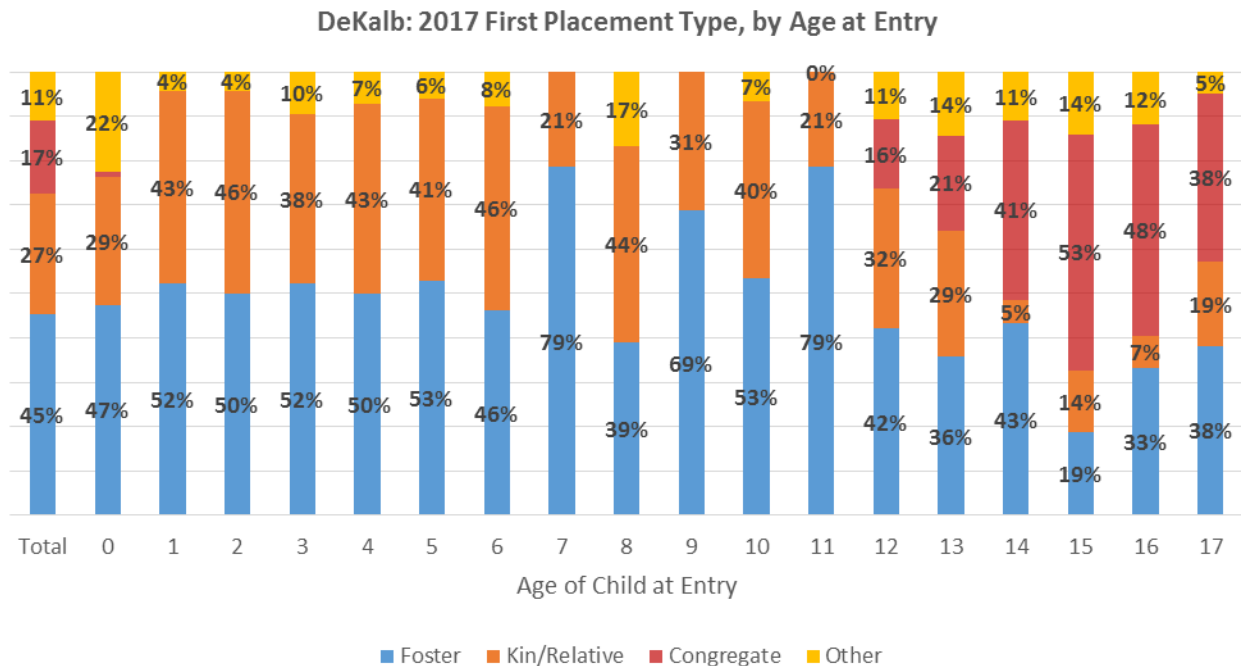
Source: DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data

The 2017 dynamics are consistent with recent history, although for the full year over a quarter of children entering care in Region14 – and in each county – were first placed with a relative or kinship home. This is consistent with recent practice in DeKalb, and an increase from recent

performance for Fulton County. The proportion of children first placed in other settings has decreased, while the placement in congregate/group settings has been generally consistent – if not slightly elevated from prior years.

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 placement types. The two bar graphs look more closely at the full 2017 group and show the placement settings by single year of age in each county. This view provides a more nuanced consideration of the experience of children/youth of different at the time of removal.

Figure 2: DeKalb First Placement Type by Age



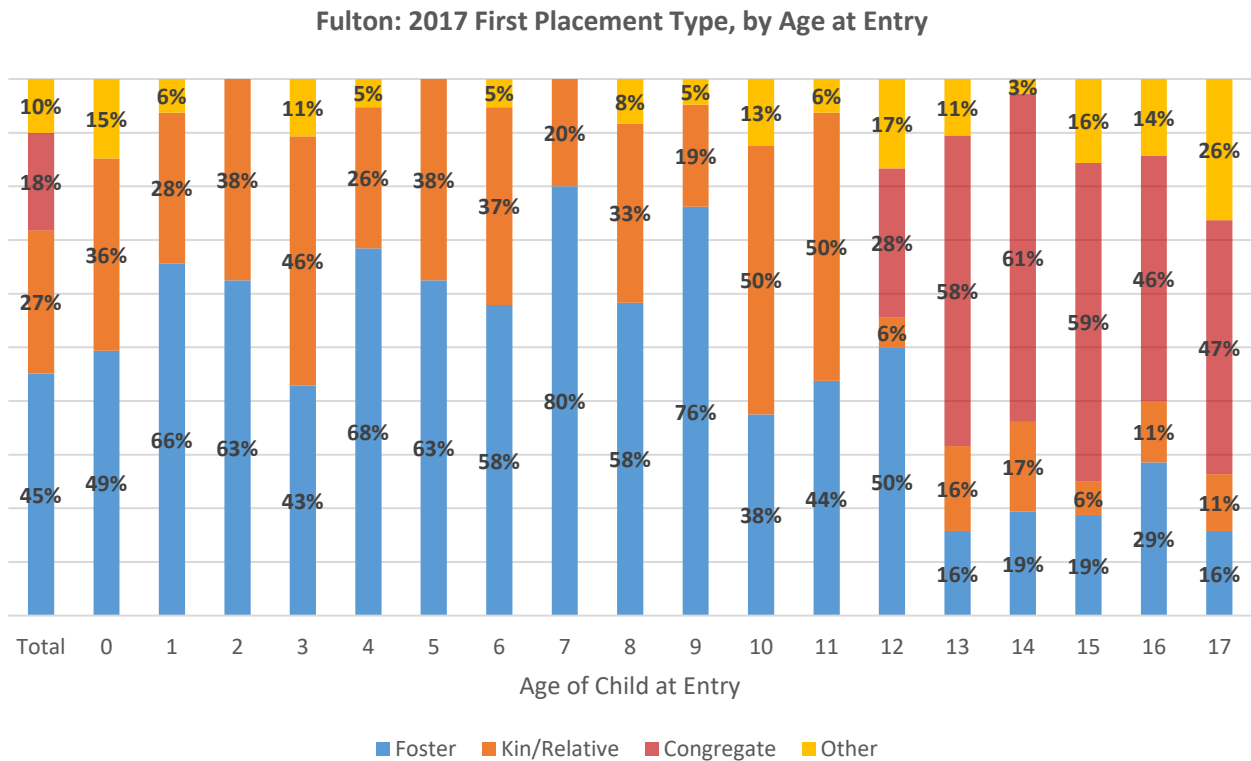
Source: DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data

In DeKalb County, the most frequent first placement type was foster homes (blue bar) for children entering placement between the ages of 0 and 13. The 22 percent of infants placed in “other” settings are primarily associated with hospital removals. Between a quarter to just under half of those younger children, excepting seven and 11 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 53 percent of 15 year olds who entered in 2017.

For Fulton, the patterns were generally consistent but showed some variation. Between 26 and 46 percent of children entering at age six or younger were first placed in kinship or relative

setting. Although the Period 23 report saw Fulton County relying more heavily on kinship/relative care for younger children in the first half of 2017, that balanced out in the second half, with generally well over 50 percent of younger children placed in foster homes. The majority of eight and nine year olds were placed in foster homes, while ten and 11 years were more likely to be placed with kin/relatives. Well over forty percent of children who entered as 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 2017. “Other” placements for younger children is primarily hospital placements, while the teen-agers associated with were either in hospitals settings, on runaway status, or in an unidentified placement type.

Figure 3: Fulton First Placement Type by Age

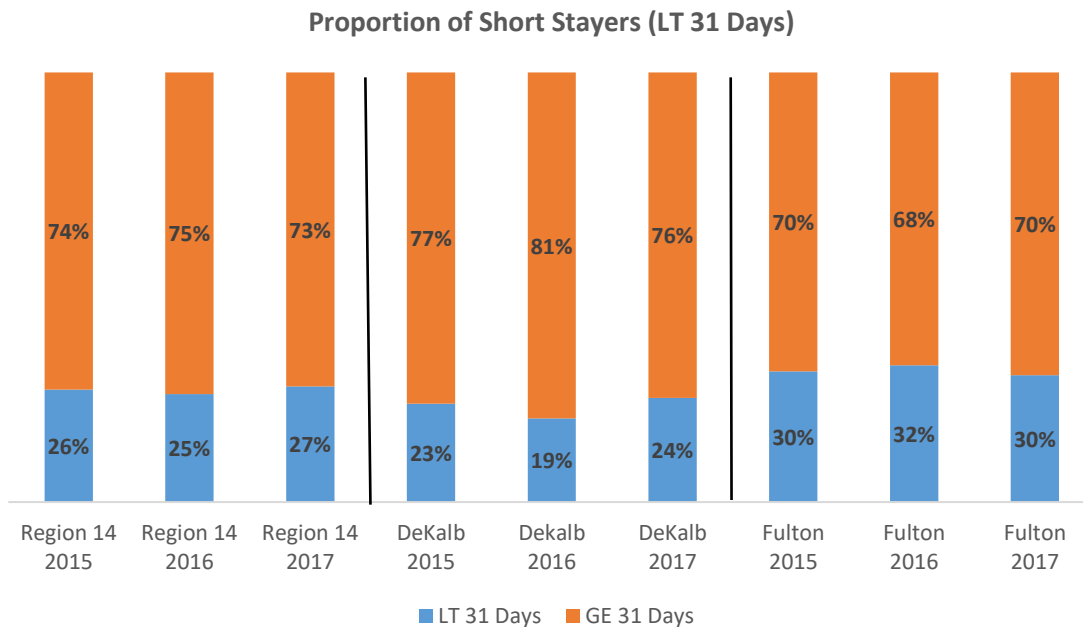


Source: DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data

The final focus of this overview is on the proportion of children entering care in Region 14 who had relatively brief stays –short-stayers – in recent years. Figure 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, and in 2017, that crept up very slightly. Virtually all of these short-stayers exits are discharges to a family member, and the vast majority are reunifications. The figure 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 full 2017

data shows relative consistency in the short-stayers patterns in each county. For the full year, the proportion of short-stayers from DeKalb remained lower than from Fulton but increased somewhat from the prior year. In Fulton, the year to year performance was more stable, but showed a very slight decline.

Figure 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 24 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, the County Directors, and the head of resource development for Region 14.

Discriminatory Placement Practices

Section IVB3 of the Modified Consent Decree and Exit Plan (hereinafter Exit Plan) prohibits discriminatory placement practices. Specifically, this section states:

“Race and/or ethnicity and/or religion shall not be the basis for a delay or denial in the placement of a child, either with regard to matching the child with a foster or adoptive family or with regard to placing a child in a group facility. DHS shall not contract with any program or private agency that gives preference in its placement practices by race, ethnicity, or religion...”

Moreover, the Principles outlined in the Exit Plan include:

“All children in need of child welfare services should receive full and equal access to the best available services, regardless of race, religion, ethnicity, disabilities, sexual orientation, or gender identity.”

The MTAT inquired about the department’s processes and protocols for receiving complaints and investigating discriminatory practices within the agency as well as private agencies with whom the department contracts for services. The current process for youth, caregivers and other stakeholders seems to entail calling the State Director’s office. In addition, stakeholders can lodge complaints with staff within the county offices. There does not appear to be a more detailed process or protocol and no indication that stakeholders are aware of how and where to file grievances.

The Office of Provider Management (OPM) regularly evaluates Congregate Care Institutions (CCI’s), Child Placing Agencies (CPA’s) and Independent Living Programs (ILP’s). The monitoring tools that are utilized include questions about bullying and the comfort of youth within their placements. However, there are no direct questions regarding discriminatory practices.

In future reporting periods, the MTAT will continue exploring the agency’s efforts to prevent and address discriminatory practices. This will include focus groups and interviews with youth, caregivers, the Office of the Child Advocate, staff and other stakeholders.

Reimbursement Rates

The Exit Plan requires uniform reimbursement rates for agency and private provider foster homes. When the Exit Plan was approved, reimbursement rates were \$15.27/\$17.26/\$19.65 for kids age 0-5, 6-12, 13+ respectively, for DFCS foster homes and for private provider foster homes. In fiscal year 18, which covers Period 24, the foster care per diems were increased. DFCS foster homes now receive \$25.27/\$27.26/\$29.65 respectively. Private provider foster homes now receive \$20.27/\$22.26/\$24.65 respectively. The state indicates that increases for private provider foster homes were spread over two year, per agreement with the Plaintiffs. Thus,

in fiscal year 19, which begins July 1, 2018, the private provider rates will equalize to the current rates reimbursed to DFCS foster homes. MTAT will continue monitoring these rates.

Below are the other major findings regarding placements during Period 24.

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.

The state met with providers and strengthened the enforcement of contractual requirement for private providers to give a 14-day notice before disrupting placements. The state also continued its partnership with the Multi-Agency 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 were placed in hotels. Since the deadline of June 30, 2017 there have been only 2 instances of children being placed in hotels to date; one in September 2017 (P24) and one in March 2018 (P25). The State should be commended for their efforts in virtually eliminating the practice of housing children in hotels.

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

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."

This is the second report MTAT has tracked the amount of time children spend in the office waiting for placement. During the period, there was no time where a child spent more than 23 hours in the office. The longest a child spent in the office was a little over 17 hours. Additionally, the State should be commended for reducing the number of instances a child spent time in the office overnight from 83 cases in Period 23 to 53 cases in Period 24. The average

number of hours a child spent in the office overnight decreased as well from 6.7 hours to 4.8 hours.

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 July and December 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 24, of youth in care or who entered foster care in the period, 19 youth were placed in hospitals to meet their physical health needs, seven children were in psychiatric residential treatment facilities (PRTFs), and seven children were hospitalized for mental health issues. In addition, there were three children placed with their mother in a group care setting designed for teen mothers. All documentation and waivers were reviewed by the MTAT.

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 24, out of the 1,991 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 33 of 919 (3.6%) 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 24 Outcomes

Tables 5 and 6 below list each ongoing and attained outcome for Period 24, 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 24 Ongoing Outcome Measures

Ongoing Outcome Measures	Period 23 Performance Region 14	Period 24 Performance DeKalb	Period 24 Performance Fulton	Period 24 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.	87% ⁵	68%	52%	72%
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.	92% ⁶	100%	100%	100%
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.	16.9% ⁷	13.7%	21.3%	16.9%
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.	2.56	1.28	8.44	4.36
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%	81%	86%	83%
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. Permanency, for the purposes of this measure includes discharges from foster care to	28.2%	27.6%	29.1%	28.2%

⁵ The State Special Investigations Unit and the perimeter counties were responsible for investigating allegations for 64 of the 116 alleged victim children and initiated 83 percent of them on time. See Table A-9 in the appendices for more information.

⁶ The State Special Investigations Unit and the perimeter counties were responsible for 52 of the 95 investigations. They completed 100 percent of them on time. See Table A-11 in the appendices for more information.

⁷ 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.

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.	22.7%	22.9%	22.4%	22.7%
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.	48%	38%	50%	43%
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%	96%	95%	96%
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	92%	89%	94%	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.	2.8	2.2	3.8	2.9
Outcome 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	90%	95%	99%	97%

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				
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.	97.5%	96.6%	98.7%	97.5%
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	84%	77%	93%	85%
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	96%	95%	98%	96%
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.	85%	79%	96%	88%
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 ⁸	46%	54%	50%

⁸ This measure is reported each year in December.

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%			95%
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%	98%	94%	96%
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	96%	100%	100%	100%
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	85%	93%	100%	96%
Outcome 21b: At least 92% shall not have any unaddressed dental needs	93%	91%	87%	89%
Outcome 21c: At least 92% shall not have any unaddressed mental health needs	81%	97%	89%	94%
Outcome 21d: At least 92% shall not have any unaddressed education/development needs	94%	100%	100%	100%

Table 6: Period 24 Attained Outcome Measures

Attained Outcome Measures	Period 23 Performance Region 14	Period 24 Performance DeKalb	Period 24 Performance Fulton	Period 24 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%	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.	41.1%	38.3%	45.1%	41.1%
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%	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%			95%
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 in excess of the required one private visit per month shall be excluded when calculating this percentage.	97.3%	94.0%	96.4%	95.0%
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.	84%	98%	100%	99%

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	1.2%			1%
Other Consent Decree Requirements				
4x4 Visitation	47%	35%	38%	37%
(VI.G.1) Recurrence of Maltreatment	6.8%	3.7%	5.8%	4.9%
(VI.G.2) Number of children who were victims of a 2nd substantiated investigation w/in 12 months of FSS case	7.1%	2.2%	2.9%	2.7%

Major Findings

1. While the region has met the threshold for maltreatment in care, Fulton County bears watching since more children in Fulton County experienced maltreatment in care than in recent periods and fewer of these investigations were initiated on time. Initiation rates also dropped in DeKalb County.

The incidence of maltreatment in foster care is higher in Fulton County than in DeKalb County. There were 12 children substantiated for maltreatment in care in the period, 10 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 4.4 per 100,000 days. The victimization rate was 1.3 for DeKalb County and 8.4 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.⁹

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 July 1, 2017, there were 95 investigations of maltreatment in care reported that involved 120 alleged victim children during Period 24. Of these 72 percent (84 of 116¹⁰) of

⁹ Following review with the Department, the Outcome 2 metrics were revised to remove from the calculation those children who were flagged in the administrative as potentially victims while in care, but for whom case review revealed the investigation was associated with an incident that did not occur during the period under review.

¹⁰Four of the alleged victim children were on runaway during the time of the report and were removed from the denominator and numerator.

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.

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.¹¹ As mentioned above, there were 95 investigations of maltreatment in care during the period, and 95 (100%) of them were completed within 45 days from the report of possible abuse or neglect.¹²

2. Visitation is improving in many areas, however, both counties struggled to meet DFCS policy requiring four visits in the first four weeks of a new placement.

Authentic engagement and family-centered case planning are the foundation of the state's new practice model. Case managers in both counties continue to consistently visit caregivers (96%). This is the third consecutive period that the counties have met or exceeded the required threshold. MTAT recommends that *Outcome 15* be moved to the attained category.

Another area of sustained performance is Outcome Measure 13, visitation between case managers and children in foster care. During Period 24, the regional performance was 97.5 percent. This marks that third consecutive period that the counties have met or exceeded the required threshold. MTAT recommends that *Outcome 13* be moved to the attained category. Unfortunately, required monthly private, in-placement visits between case managers and children fell below the threshold to 95 percent, just shy of the 96.25 percent requirement. MTAT will monitor this outcome closely during Period 25 to develop a recommendation as to whether this outcome measure should be moved back to the on-going category.

In addition to agency visitation, the role of facilitating visits between parents and their children and siblings placed in separate placements is vital to maintaining family connections and moving cases to permanency. The counties have struggled with visitation between siblings. During Period 24 the regional performance was 88 percent, an improvement from Period 23 (85%). Fulton County performed above the required threshold ensuring that 96 percent of siblings visited monthly. However, DeKalb County only facilitated 79 percent of visits between separated siblings. The visitation between parents and their children occurred in 85 percent of the cases reviewed. This meets the standards set forth in the Consent Decree. This is also an area for improvement for DeKalb County which only facilitated 77 percent of these visits.

Visitation also assists in stabilizing placements. Under the prior Consent Decree, the counties were required to visit eight times in the first eight weeks of a new placement. After extensive discussions about the difficulty of meeting this requirement, the plaintiffs agreed to change the requirement to the state-wide standard of four visits within the first four weeks of a new placement. Both counties are failing to meet the state-wide policy with a regional performance of only 37 percent. More focus on this required practice is needed. Despite these circumstance, the counties did a commendable job in exceeding the Consent Decree threshold for placement stability.

¹¹ DFCS policy changed this to 45 days beginning July 1, 2017.

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*).

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, and 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 562 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 70 children whose parental rights were terminated or released during the period, 30 of them (43%) had their adoptions or guardianships finalized within one year. This does not meet the Exit Plan standard for *Outcome 8* of 80 percent.

Lastly, 96 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 met the Exit Plan standard for *Outcome 9* of 95 percent.

We understand the new District Director will be working with his leadership team to outline the approach the counties will use to promote timely and lasting permanency for all children in foster care, including those children who have been in foster care for longer periods of time.

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 reentry rate of 17 percent, as noted above, is over two times higher than the standard of 8.3 percent. Although the rates for both counties are well above the standard, the reentry rate for Fulton is higher than DeKalb.

Fulton's most current available reentry rate is 21 percent, and DeKalb's 14 percent – all told, 95 of the 562 children who entered in 2015 and exited to permanency within one year of their entry, returned to placement within the year following their reunification. Data for the 2016 enterers, while not fully observable yet, suggests the reentry rate will be similar. Of the 359 children who entered that year and exited to permanency within a year of entry, 57 (16%) have already reentered care. Until all of the potential reentries are observed (end of 2018) that figure could still increase.

Full implementation of several of the strategies outlined in Georgia's 2018 Strategic Plan, in combination with on-going efforts in the region, should promote the stabilization of those children who return home within one year. Specifically, continued focus on the implementation of Solutions Based Casework, in combination with implementation of the Partnership Parenting Models should provide caseworkers with useful strategies to strengthen family relationships both during removal episodes and following reunification.

5. 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 increase in placement stability, 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, and is now derived from administrative data in SHINES rather than from case record review. The revised method for generating this measure distinguishes placement stability rates for those children in care at the start of the year from those entering during the year in each county. These details allow a better understanding of the point at which children are more likely to move so that efforts to prevent disruption can be directed to the children most likely to disrupt.

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. The Period 23 reported a preliminary measure indicating that there were 2.78 moves for every 1,000 days in foster care. For Period 24, the full 2017 performance is reported as 2.89 moves for every 1,000 days in foster care.¹³ 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.

In each county, the movement rate per 1,000 is higher for children entering care than those already in care at the start of the year. For 2017, the rate for enterers was 5.0 for DeKalb and 6.6 for Fulton. For the in care group,

¹³ See Outcome Grid in the Appendix.

the rates were 1.6 and 2.9 for DeKalb and Fulton, respectively. While Fulton remains above DeKalb for both groups, Fulton has also seen the greatest decrease from prior calendar years.¹⁴

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. Furthermore, the sustained focus on network development, including efforts to recruit and fully approve relative homes, as well as efforts to work proactively with the private placement partners to forestall and prevention disruption, are practice improvements that may also figure in this sustained reduction in disruption. This increase in placement stability is commendable, and should the counties maintain or continue to show improvement in this measure, it will become a candidate for movement from transferring from the on-going measures to the attained.

6. The counties also mitigated trauma for children in care with greater case manager continuity.

The Child Welfare Training Collaborative (CWTC) is a partnership between the Georgia Division of Family and Children Services and Georgia State University's School of Social Work Professional Excellence Program. CWTC offers three different workshops on the impact of childhood trauma and building resiliency for Division staff and community partners throughout the state. Through these trainings as well as coaching and supervision, staff gain a deeper understanding of systemic trauma and ways to mitigate harm for children who must enter foster care. Stabilizing good, child specific placements and ensuring continuity of case managers in children's lives are two vital factors.

Over the past several years, despite the workforce challenges, the counties have done a good job in ensuring that children have few if any case manager changes. In Period 24, after allowable exceptions under the Modified Consent Decree and Exit Plan, 97 percent of the cases reviewed indicated 2 or fewer case managers. This is an improvement from the 90% of cases reviewed indicating 2 or fewer case managers during Period 23. This marks the second consecutive reporting period that the counties have met or exceeded the standard. Thus, if they continue ensuring case manager stability at this level during Period 25, this Outcome Measure will move into the attained category.

7. Meeting the needs of children in care: the counties did a commendable job meeting identified medical, mental health, and educational/developmental needs of children; fell short in meeting identified dental needs; and increased the percentage of children discharged from foster care at age 18 or older who graduated from high school or earned a GED.

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 the medical (96%), mental health (94%) and educational/developmental (100%) needs threshold. These are all substantial increases from Period 23 where medical and mental health needs were

¹⁴ See Outcome Grid, where performance for the prior periods was developed and is displayed for comparative purposes.

below the threshold; 85 percent and 81 percent respectively. Unfortunately, performance in addressing dental needs decreased from 93 percent to 89 percent thus dropping below the required threshold.

After implementing a strategy entitled “Project Graduate”, the percentage of children aging out of care who attained a high school diploma or GED increased from 42 percent in Period 22, to 46 percent in Period 23, to 50 percent in Period 24. While this is still shy of the required 56 percent required under the Consent Decree, the counties are to be commended on their efforts and results in this very difficult outcome that is dependent upon multiple factors and external stakeholders.

APPENDIX A

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

This Appendix contains 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 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 excluded 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			

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
IV.B.4	DFCS to ensure basic physical needs of food, clothing, and shelter are met. Clothing to be reviewed with every placement / placement change			Kenny A. case 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 lt 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	Counts of Caseworkers, by program at end of period	
V.C	Placement caseloads – no more than 15	Weights are applied to produce equivalence for caseworkers with mixed caseloads		
V.D	Adoption caseloads – no more than 16		Counts of cases assigned to verified case managers	
V.E	Specialized caseloads - no more than 12			
V.F	Supervisor – no more than 5 CM			
VI.A.1 ¹⁵	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	No change Effective 7/1/2017 – the standard became 45 days	Denominator: Number of MIC investigations referred in the PUR	Kenny A case review team

¹⁵ The current VI.A measures are the on-going measures.

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	Section 2106 of the Social Services Manual, within 30 days of receipt of the report.		Numerator: Number of MIC investigations completed within 30 (45) days of receipt	
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	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...
	measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with 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	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...
	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.			
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	No change to method,	Denominator: All children in care at end of the period	Kenny A Team

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	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	Promoted caseworkers are now excepted	Numerator: number of those with LE 2 case managers.	
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	No change	Denominator: All visits required for children in care during the period	State Data Unit supplies list; Kenny

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
	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		Numerator: All of the visits that occurred during period	A team reviews performance
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

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
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.	No change in method; Include in the numerator qualifying youth who have an IEP or 504 plan who achieved a special ed diploma prior to exit	Denominator: youth 18+ who were discharged during the year Numerator: number who have graduated or who have GED	Kenny A Team
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

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
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	No Change	Denominator: Numerator:	Kenny A Team, including case review team
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.¹⁶22	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

¹⁶ VI.B metrics are currently attained outcomes

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data produced by...
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
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	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...
	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.			
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,	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...
	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.			
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

	Outcome	Numerator	Denominator	Metric		
VI.A.1 ¹⁷	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.	DeKalb:17 Fulton: 14 Perimeter: 21 SIU: 32 Total: 84	DeKalb:25 Fulton: 27 Perimeter: 23 SIU: 41 Total: 116	DeKalb: 68% Fulton: 52% Perimeter: 91% SIU: 78% Total: 72%		
	<i>120 children in care during Period 24 were named as alleged victims in 95 maltreatment investigations; 84 of those children had private contact CPS investigators within 24 hours of the receipt of the report.</i>					
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 45 days of receipt of the report.	DeKalb:21 Fulton: 18 Perimeter: 22 SIU: 34 Total: 95	DeKalb:21 Fulton: 18 Perimeter: 22 SIU: 34 Total: 95	DeKalb: 100% Fulton: 100% Perimeter: 100% SIU: 100% Total: 100%		
	<i>87 of the 95 the investigations of maltreatment in which the alleged victims were in care where completed within 30 days of the receipt of the report</i>					
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.	DeKalb: 44 Fulton: 51 Total: 95	DeKalb: 322 Fulton: 240 Total: 562	DeKalb: 13.7% Fulton: 21.3% Total: 16.9%		
	<i>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 562 exited to permanency within one year of entry (by 12/2016) and of them, 95 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 – highlighted cells contain incomplete data – not enough time has elapsed to fully observe the performance.</i>					
	<i>These data were generated by the State Data Unit March 2018. For this reason the 2015 data are the most recent complete cohort and are used for this measure.</i>	<i>Entry Yr</i>	<i>Perm Exit w/in 1 Yr</i>	<i>Reentry w/in 6 Mos</i>	<i>Reentry win 1 Yr</i>	<i>6 Months</i>
	2013	473	45	61	10%	13%
	2014	627	76	109	12%	17%
	2015	562	68	95	12%	17%
	2016	359	46	57	13%	16%
	2017	258	26	32	10%	12%
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: 10 Total: 12	DeKalb: 156,620 Fulton: 118,493 Total: 275,113	DeKalb: 1.3 Fulton: 8.4 Total: 4.4		

¹⁷ The current VI.A measures are the on-going measures.

	Outcome	Numerator	Denominator	Metric			
	<i>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.</i>						
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: 26 Fulton: 24 Total: 50	DeKalb: 32 Fulton: 28 Total: 60	DeKalb: 81% Fulton: 86% Total: 83%			
	<i>60 cases were reviewed (32 from Fulton and 28 from DeKalb). Of the 60, 21 were given credit because language was in the court order, and 11 were placed with relatives. 18 had evidence of diligent search in the file.</i>						
	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 Fulton: 57 Total: 127	DeKalb: 254 Fulton: 196 Total: 450	DeKalb: 27.6% Fulton: 29.1% Total: 28.2%			
VI.A.6	<i>This is a new measure which relies on the CFSR 3 methodology. Because this is a 12 month measure, typically we would partial report performance on permanency for the group of children in care in Region 14 for the period beginning January 1 and then provide the full metric the following period. However, the delayed issuance of P23 permitted us to report on the full period in the prior report. Those data are regenerated and updated here. To understand that performance relative to recent years, the State Data Unit prepared historical data that displays the proportion of children exit to permanency by the end of a 12 month period for a similar group of children in care on the first day of prior two calendar year. 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 March 2018</i>	<i>DeKalb County</i>	<i>2015</i>	<i>143</i>	<i>24</i>	<i>45</i>	<i>17%</i>	<i>31%</i>
		<i>2016</i>	<i>225</i>	<i>19</i>	<i>44</i>	<i>8%</i>	<i>20%</i>
		<i>2017</i>	<i>254</i>	<i>46</i>	<i>70</i>	<i>18%</i>	<i>28%</i>
	<i>Fulton County</i>	<i>2015</i>	<i>94</i>	<i>16</i>	<i>34</i>	<i>17%</i>	<i>36%</i>
		<i>2016</i>	<i>161</i>	<i>17</i>	<i>35</i>	<i>11%</i>	<i>22%</i>
		<i>2017</i>	<i>196</i>	<i>31</i>	<i>57</i>	<i>16%</i>	<i>29%</i>
	<i>Region 14</i>	<i>2015</i>	<i>237</i>	<i>40</i>	<i>79</i>	<i>17%</i>	<i>33%</i>
		<i>2016</i>	<i>386</i>	<i>36</i>	<i>79</i>	<i>9%</i>	<i>20%</i>
		<i>2017</i>	<i>450</i>	<i>77</i>	<i>127</i>	<i>17%</i>	<i>28%</i>

VI.A.7	<p>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.</p>	DeKalb: 63 Fulton: 44 Total: 107	DeKalb: 275 Fulton: 196 Total: 471	DeKalb: 22.9% Fulton: 22.4% Total: 22.7%			
<p><i>This is a new measure which relies on the CFSR 3 methodology. Because this as 12 month measure, typically we would partial performance on permanency for the group of children in care in Region 14 on the periods beginning in January, and then provide the full metric the following period. However, the delay issuance of P23 permits us to report on the full period. To understand that performance relative to recent years, the State Data Unit prepared historical data that displays the proportion of children exit to permanency by the end of a 12 month period for a similar group of children in care on the first day of prior two calendar year. See the table below for those data.</i></p>							
<p style="text-align: center;"><i>In care 24 + months</i></p>		<p style="text-align: center;"><i>In Care 1/1</i></p>	<p style="text-align: center;"><i>Qualifying Children</i></p>	<p style="text-align: center;"><i>Exits in 6 Months</i></p>	<p style="text-align: center;"><i>Exits in 12 Months</i></p>	<p style="text-align: center;"><i>Percent 6 Months</i></p>	<p style="text-align: center;"><i>Percent 12 Months</i></p>
<p><i>Data prepared by State Data Unit March 2018</i></p>	<p style="text-align: center;"><i>DeKalb County</i></p>	<p style="text-align: center;">2015</p>	<p style="text-align: center;">124</p>	<p style="text-align: center;">6</p>	<p style="text-align: center;">26</p>	<p style="text-align: center;">5%</p>	<p style="text-align: center;">21%</p>
		<p style="text-align: center;">2016</p>	<p style="text-align: center;">173</p>	<p style="text-align: center;">24</p>	<p style="text-align: center;">51</p>	<p style="text-align: center;">14%</p>	<p style="text-align: center;">29%</p>
		<p style="text-align: center;">2017</p>	<p style="text-align: center;">275</p>	<p style="text-align: center;">27</p>	<p style="text-align: center;">63</p>	<p style="text-align: center;">10%</p>	<p style="text-align: center;">23%</p>
	<p style="text-align: center;"><i>Fulton County</i></p>	<p style="text-align: center;">2015</p>	<p style="text-align: center;">147</p>	<p style="text-align: center;">22</p>	<p style="text-align: center;">49</p>	<p style="text-align: center;">15%</p>	<p style="text-align: center;">33%</p>
		<p style="text-align: center;">2016</p>	<p style="text-align: center;">136</p>	<p style="text-align: center;">21</p>	<p style="text-align: center;">35</p>	<p style="text-align: center;">15%</p>	<p style="text-align: center;">26%</p>
		<p style="text-align: center;">2017</p>	<p style="text-align: center;">196</p>	<p style="text-align: center;">17</p>	<p style="text-align: center;">44</p>	<p style="text-align: center;">9%</p>	<p style="text-align: center;">22%</p>
	<p style="text-align: center;"><i>Region 14</i></p>	<p style="text-align: center;">2015</p>	<p style="text-align: center;">271</p>	<p style="text-align: center;">28</p>	<p style="text-align: center;">75</p>	<p style="text-align: center;">10%</p>	<p style="text-align: center;">28%</p>
		<p style="text-align: center;">2016</p>	<p style="text-align: center;">309</p>	<p style="text-align: center;">45</p>	<p style="text-align: center;">86</p>	<p style="text-align: center;">15%</p>	<p style="text-align: center;">28%</p>
		<p style="text-align: center;">2017</p>	<p style="text-align: center;">471</p>	<p style="text-align: center;">44</p>	<p style="text-align: center;">107</p>	<p style="text-align: center;">9%</p>	<p style="text-align: center;">23%</p>
VI.A.8	<p>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.</p>	DeKalb: 15 Fulton: 15 Total: 30	DeKalb: 40 Fulton: 30 Total: 70	DeKalb: 38% Fulton: 50% Total: 43%			
VI.A.9	<p>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.</p>	DeKalb: 418 Fulton: 313 Total: 731	DeKalb: 435 Fulton: 330 Total: 765	DeKalb: 96% Fulton: 95% Total: 96%			
VI.A.10	<p>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:</p>	DeKalb: 67 Fulton: 67 Total: 134	DeKalb: 75 Fulton: 71 Total: 146	DeKalb: 89% Fulton: 94% Total: 92%			

	(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.																																																														
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: 688 Fulton: 895 Total: 1583	DeKalb: 313,831 Fulton: 234,525 Total: 548,356	DeKalb: 2.2 Fulton: 3.8 Total: 2.9																																																											
	<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 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. .</i>																																																														
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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: 824 Fulton: 658 Total: 1,482	DeKalb: 868 Fulton: 667 Total: 1,535	DeKalb: 95% Fulton: 99% Total: 97%																																																											
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: 9,629 Fulton: 7,684 Total: 17,313	DeKalb: 9,965 Fulton: 7,788 Total: 17,753	DeKalb: 96.6% Fulton: 98.7% 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: 1,535 Fulton: 1,757 Total: 3,292	DeKalb: 2,002 Fulton: 1,882 Total: 3,884	DeKalb: 77% Fulton: 93% Total: 85%																																																											
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: 4,748 Fulton: 3,841 Total: 8,589	DeKalb: 5,024 Fulton: 3,910 Total: 8,934	DeKalb: 95% Fulton: 98% Total: 96%																																																											

	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: 521 Fulton: 678 Total: 1,199	DeKalb: 664 Fulton: 705 Total: 1,369	DeKalb: 79% Fulton: 96% Total: 88%
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.	DeKalb: 16 Fulton: 19 Total: 35	DeKalb: 35 Fulton: 35 Total: 70	DeKalb: 46% Fulton: 54% Total: 50%
	<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.	Total: 3434	Total: 3615	Total: 95%
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: 41 Fulton: 30 Total: 71	DeKalb: 42 Fulton: 32 Total: 74	DeKalb: 98% Fulton: 94% Total: 96%
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: 36 Fulton: 26 Total: 62	DeKalb: 36 Fulton: 26 Total: 62	DeKalb: 100% Fulton: 100% Total: 100%

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: 40 Fulton: 30 Total: 70	DeKalb: 43 Fulton: 30 Total: 73	DeKalb: 93% Fulton: 100% Total: 96%
		Dental Needs	DeKalb:39 Fulton: 26 Total: 65	DeKalb: 43 Fulton: 30 Total: 73	DeKalb: 91% Fulton: 87% Total: 89%
		Mental Health Needs	DeKalb: 35 Fulton: 16 Total: 51	DeKalb: 36 Fulton: 18 Total: 54	DeKalb: 97% Fulton: 89% Total: 94%
		Education/Developmental Needs	DeKalb: 42 Fulton: 29 Total: 71	DeKalb: 42 Fulton: 29 Total: 71	DeKalb: 100% Fulton: 100% Total: 100%
VI.B. ¹⁸ 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%	
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: 38.3% Fulton: 45.1% Total: 41.1%	

¹⁸ VI.B metrics are currently attained outcomes

<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 is both a 12 month measure AND a longitudinal measure; so it take some time to both observe entries in the most recent 12 months and also to report on positive permanency that occurred within 12 months of entry. For that reason – we report the most recent cohort that is fully observable and, we provide performance to date on the most recently observed entry group. Additionally, the State Data Unit prepared historical data depicting permanency for enterers 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>							
		Admission Yr	Entries	Perm w/in 12	Perm to Date	% 12 M	% to Date
<p><i>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.</i></p>	DeKalb County	2015	688	322	444	47%	65%
		2016	507	194	227	38%	45%
		2017	417	135	135	32%	32%
	Fulton County	2015	487	240	315	49%	65%
		2016	366	165	197	45%	54%
		2017	388	123	125	28%	32%
	Region 14	2015	1175	562	759	48%	65%
		2016	873	359	424	41%	49%
		2017	808	258	260	28%	32%
VI.B.24	<p>Adoption Disruptions: No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period</p>			<p>DeKalb: 0 Fulton: 0 Total: 0</p>	<p>DeKalb: 0 Fulton: 0 Total: 0</p>	<p>DeKalb: 0 Fulton: 0 Total: 0</p>	

	<p>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.</p>	1434	1510	95%	
VI.B.25	<p><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 12/31/2017 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></p>				
		Placed	Denominator	Numerator	%
	Total in Placement on 6/30/2017	1510	1510	1434	95%
			% of those placed		
	Placed in Same County	510	34%	510	
	Placed in Different County	1000	66%		
	Different county & exception placement	233	15%	233	
	Different county	767	51%		
	Diff county & placed w/in 50 miles	672	45%	672	
	Diff county & place greater than 50 miles	95	6%		
	Diff county, > than 50 miles & exempt	19	1%	19	
	Diff county, > than 50 miles & NOT exempt	76	5%		
VI.B.26	<p>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.</p>	DeKalb: 4767 Fulton: 3800 Total: 8567	DeKalb: 5074 Fulton: 3941 Total: 9015	DeKalb: 94.0 Fulton: 96.4 Total: 95.0	

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: 50 Fulton: 41 Total: 91	DeKalb: 51 Fulton: 41 Total: 92	DeKalb: 98% Fulton: 100% Total: 99%
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	7	769	1%

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: 21 Fulton: 46 Total: 67	DeKalb: 563 Fulton: 796 Total: 1359	DeKalb: 3.73% Fulton: 5.78% Total: 4.93%																																														
<i>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 and 2016 recurrence rate, and provide the performance to date for 2017 substantiated reports.</i>																																																		
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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:44 Fulton:101 Total: 145	DeKalb: 1,937 Fulton: 3,423 Total: 5,360	DeKalb: 2.3% Fulton: 2.0% Total: 2.7%																																														
<i>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 and 2016 for whom the full period following referral to FSS could be observed, and report partial data for the subsequent calendar year. These data will updated in each subsequent monitoring report, while preliminary data from 2018 will be added as well.</i>																																																		
<table border="1"> <thead> <tr> <th data-bbox="317 1081 821 1141"></th> <th data-bbox="827 1081 1157 1141">Region/County</th> <th data-bbox="1163 1081 1318 1141">Report Yr</th> <th data-bbox="1325 1081 1570 1141">Earliest FSS Report</th> <th data-bbox="1577 1081 1856 1141">Sub Report in 12 Mos</th> <th data-bbox="1862 1081 2100 1141">Percent Sub in 12 Mos</th> </tr> </thead> <tbody> <tr> <td data-bbox="317 1146 821 1409" rowspan="9"><i>Data provided by State Data Unit in mid-March 2018. Because of reporting lag time, both the 2017 figures should be considered censored and incomplete.</i></td> <td data-bbox="827 1146 1157 1174" rowspan="3">DeKalb County</td> <td data-bbox="1163 1146 1318 1174">2015</td> <td data-bbox="1325 1146 1570 1174">1573</td> <td data-bbox="1577 1146 1856 1174">99</td> <td data-bbox="1862 1146 2100 1174">6.3%</td> </tr> <tr> <td data-bbox="1163 1179 1318 1206">2016</td> <td data-bbox="1325 1179 1570 1206">1937</td> <td data-bbox="1577 1179 1856 1206">44</td> <td data-bbox="1862 1179 2100 1206">2.3%</td> </tr> <tr> <td data-bbox="1163 1211 1318 1239">2017</td> <td data-bbox="1325 1211 1570 1239">2404</td> <td data-bbox="1577 1211 1856 1239">52</td> <td data-bbox="1862 1211 2100 1239">2.2%</td> </tr> <tr> <td data-bbox="827 1243 1157 1271" rowspan="3">Fulton County</td> <td data-bbox="1163 1243 1318 1271">2015</td> <td data-bbox="1325 1243 1570 1271">2623</td> <td data-bbox="1577 1243 1856 1271">195</td> <td data-bbox="1862 1243 2100 1271">7.5%</td> </tr> <tr> <td data-bbox="1163 1276 1318 1304">2016</td> <td data-bbox="1325 1276 1570 1304">3361</td> <td data-bbox="1577 1276 1856 1304">96</td> <td data-bbox="1862 1276 2100 1304">3.0%</td> </tr> <tr> <td data-bbox="1163 1308 1318 1336">2017</td> <td data-bbox="1325 1308 1570 1336">2083</td> <td data-bbox="1577 1308 1856 1336">83</td> <td data-bbox="1862 1308 2100 1336">2.1%</td> </tr> <tr> <td data-bbox="827 1341 1157 1369" rowspan="3">Region 14</td> <td data-bbox="1163 1341 1318 1369">2015</td> <td data-bbox="1325 1341 1570 1369">4242</td> <td data-bbox="1577 1341 1856 1369">300</td> <td data-bbox="1862 1341 2100 1369">7.0%</td> </tr> <tr> <td data-bbox="1163 1373 1318 1401">2016</td> <td data-bbox="1325 1373 1570 1401">5360</td> <td data-bbox="1577 1373 1856 1401">145</td> <td data-bbox="1862 1373 2100 1401">2.7%</td> </tr> <tr> <td data-bbox="1163 1406 1318 1433">2017</td> <td data-bbox="1325 1406 1570 1433">6585</td> <td data-bbox="1577 1406 1856 1433">135</td> <td data-bbox="1862 1406 2100 1433">2.1%</td> </tr> </tbody> </table>						Region/County	Report Yr	Earliest FSS Report	Sub Report in 12 Mos	Percent Sub in 12 Mos	<i>Data provided by State Data Unit in mid-March 2018. Because of reporting lag time, both the 2017 figures should be considered censored and incomplete.</i>	DeKalb County	2015	1573	99	6.3%	2016	1937	44	2.3%	2017	2404	52	2.2%	Fulton County	2015	2623	195	7.5%	2016	3361	96	3.0%	2017	2083	83	2.1%	Region 14	2015	4242	300	7.0%	2016	5360	145	2.7%	2017	6585	135	2.1%
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	4 X 4 visitation	DeKalb: 42 Fulton: 46 Total: 88	DeKalb: 120 Fulton: 120 Total: 240	DeKalb: 35% Fulton: 38% Total: 37%
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Table A-3

Caseload Caps in DeKalb County on December 31, 2017

Case Manager Function	Caseload Cap: Number of cases (families and children)	Number of Active Staff on 12/31/17	Number of Active, On-leave Staff on 12/31/17	Actual Performance				Cases Assigned to Workers On Leave/ Supervisors
				Meeting Caps on Assigned Caseload		Not Meeting Cap On Assigned Caseload		
				Number	%	Number	%	
CPS Investigations	12 families	29		28	97%	1	3%	15
Family Preservation	17 families	12		12	100%	0	0%	3
Permanency Case Manager	15 children	34		15	44%	19	56%	0
Specialized Case Manager	12 children	35	1	13	37%	22	63%	0
Adoption Case Manager	16 children	na						
Total	12 children	110	1	68	62%	42	38%	18

Table A-4

DeKalb County Supervisory Caseloads on December 31, 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)	12	12	100%	0	0%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	13	4	31%	9	69%

Table A-5
Caseload Caps in Fulton County on December 31, 2017

Case Manager Function	Caseload Cap: Number of cases (families and children)	Number of Active Staff on 12/31/17	Number of Active, On-leave Staff on 12/31/17	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	35		23	66%	12	34%	10
Family Preservation	17 families	8		8	100%	0	0%	4
Permanency Case Manager	15 children	29		22	76%	7	24%	0
Specialized Case Manager	12 children	23		9	39%	14	61%	0
Adoption Case Manager	16 children							
Total	12 children	95		62	65%	33	35%	14

**Table A-6
Fulton County Supervisory Caseloads on December 31, 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 December 31, 2017**

Case Manager Function	Caseload Cap: Number of cases (families and children)	Number of Active Staff on 12/31/17	Number of Active, On-leave Staff on 12/31/17	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	64		51	78%	13	22%	25	
Family Preservation	17 families	20		20	100%	0	0%	7	
Permanency Case Manager	15 children	63		37	58%	26	42%	0	
Specialized Case Manager	12 children	58	1	22	36%	36	63%	0	
Adoption Case Manager	16 children							0	
Total	12 children	205	1	130	63%	75	37%	32	

Table A-8
Region 14 Supervisory Caseloads on December 31, 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)	22	19	86%	3	14%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	21	6	29%	15	71%
Total	43	25	58%	18	42%

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.