

**Draft Period 25**  
**Monitoring Report**

of

The Accountability Agent and Monitoring and Technical Assistance Team

In the Case of

***Kenny A. v. Deal***

*State of Georgia*

December 21, 2018

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MONITORING AND TECHNICAL ASSISTANCE TEAM**

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## TABLE OF CONTENTS

<b>I. INTRODUCTION .....</b>	<b>1</b>
REVISED MONITORING APPROACH .....	1
LEADERSHIP CHANGES .....	2
REGIONAL PRIORITIES AND TRANSITION OF THE MEASURES PROCESS .....	3
<b>II. ROBUST WORKFORCE DEVELOPMENT .....</b>	<b>4</b>
CPS CASE MANAGERS .....	4
FAMILY PRESERVATION CASE MANAGERS .....	4
PERMANENCY CASE MANAGERS .....	4
CASE MANAGERS WITH CHILDREN ASSIGNED TO THEM WHO HAVE BEEN IN FOSTER CARE FOR 18 MONTHS OR LONGER .....	4
SUPERVISORS .....	5
DEKALB COUNTY ON JUNE 30, 2018 .....	5
FULTON COUNTY ON JUNE 30, 2018 .....	5
<b>III. CONTEXT AND BACKGROUND.....</b>	<b>8</b>
CONTEXT FOR UNDERSTANDING PERIOD 25 OUTCOMES .....	8
PERIOD 25 PLACEMENT STANDARDS .....	14
<i>Discriminatory Placement Practices</i> .....	14
<i>Reimbursement Rates</i> .....	15
<i>Major Findings</i> .....	16
PERIOD 25 OUTCOMES.....	18
MAJOR OUTCOME MEASURE FINDINGS .....	26
<b>APPENDIX A – METRICS UNDER THE MODIFIED EXIT PLAN .....</b>	<b>30</b>
<b>APPENDIX B – GLOSSARY .....</b>	<b>56</b>

## I. INTRODUCTION

This Period 25 report is the third monitoring document 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) that was filed in Federal District Court in December 2016. In addition to this monitoring report, in early 2019 MTAT will issue the first Infrastructure Standards brief in accordance with the agreed upon standards filed with the court in December 2017. While these briefs are also required on a biannual basis, they will be filed separately from the monitoring reports.

In this report, the MTAT's obligation is to report specifically on the measurable requirements articulated in Sections IV, V, and VI of the Modified Exit Plan that relate to activity in Region 14 from January 1 through June 30, 2018. In this report, in addition to discussing the Ongoing and Attained Outcomes Measures, we will continue to review the use of congregate care, monitor the use of hotels and other temporary placements for children in foster care, and report caseloads for case managers and supervisors. The next two sections of this report provide that information. While MTAT usually reports on the implementation of Solution Based Casework (SBC), an in-depth analysis can instead be found in the first brief on the Infrastructure Standards. This required the MTAT to augment its monitoring approach to extend beyond administrative data and to develop methods for collecting information and data evidence through a wider range of sources. The methodology included case file reviews, interviews, focus groups with staff and stakeholders, as well as observation of various staffings, case consultations, and meetings intended to move class children to permanency. In order to provide an in-depth assessment, MTAT will evaluate a subset of the Infrastructure Standards during each reporting period. This first brief evaluates the following three sections.

### *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 to establish 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 federal court oversight.

Pursuant to the Modified Consent Decree, 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 track change accurately; 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, surveys, 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 processes are occurring; 2) the capacity within the system to meet these expectations; and 3) the extent to which these processes 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. We list below the focus areas for each brief and note that each time we will consider the comprehensive practice model or SBC because it is the primary means by which the state engages with children and families.

The first brief on the Infrastructure Standards is focused on the comprehensive practice model (Section I), investigations of possible maltreatment in care (Section II) and the case planning process (Section III). Both Class Counsel and DFCS leaders are currently reviewing it.

The second brief on the Infrastructure Standards will be on the comprehensive practice model (Section I), robust workforce development (Section VIII), quality placement and caregiving (Section IV) and health and education (Section V).

The third brief on the Infrastructure Standards will be on the comprehensive practice model (Section I), federal funding (Section IX) and the child welfare information and quality assurance systems (Section VI), and supervision of contract agencies (Section VII).

### ***Leadership Changes***

During Period 25, DFCS continued experiencing significant changes in leadership at the state and regional levels. Virginia Pryor, who had been serving as the Interim DFCS Division Director since October 2017, was appointed as the DFCS Division Director in March 2018. However, she resigned in July 2018. Coinciding with her departure, Mr. Jeff Lukich, Chief of Staff, retired in August 2018. Governor Deal then appointed Mr. Tom Rawlings as the Interim Division Director. Unfortunately, this marks the 8th State Division Director in the 13 years that the state has been working toward exiting the Consent Decree.

Changes also occurred at district, regional, and county levels. As indicated in the Period 24 Report, Ms. Lynn Barmore, Metro District Director for Regions 13 and 14, retired at the end of March 2018. Mr. James Binnicker, North District Director for Regions 1, 2, 3, 4, and 5, was appointed to provide leadership for the Metro District in addition to his North Georgia responsibilities. 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. To date, he has not filled the Region 14 Director position; however, the state has hired a North Georgia District Director. So currently,

***Kenny A. v. Deal***

Mr. Binnicker is focused on the Metro District as a whole and Region 14 specifically. In August 2018, Fulton County hired a new Deputy County 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.

***Regional Priorities and Transition of the MEASURES Process***

As for prior monitoring reports, the MTAT requested an update from Region 14 leadership about key priorities during Period 25, and the areas in which they saw noteworthy development. The DeKalb and Fulton County Directors, along with the Regional/District Director provided the following priority updates for Region 14. None of this information has been independently verified by MTAT.

*1. Strengthening the workforce through onboarding, promoting, training, and retaining. We are seeing slight improvements since the inclusion of HR manager into the Kenny A workgroups. Staff are attending an extensive new worker training and then being incorporated into the field work. While this process is lengthy, we are exposing new staff to the field work as soon as possible. We are also incorporating supervisor and administrator training in Region 14 to strengthen their capacities in leading, tracking, monitoring and developing staff at all levels.*

*2. Strengthening the support to counties through the use of the Regional Support Network team (FPS). FPS are currently assigned and assisting in both counties by providing supervision in DeKalb and working cases in Fulton. The support is twofold, which helps fill the gaps while ensuring contact requirements are met. The FPS team is also finding ways to support the practice in the field by attending and participating in case staffing.*

*3. Strengthening our ability to provide timely permanency through reunification and adoptions. The effort to reduce the number of children in adoption status, placed in an adoptive resource, is a priority.*

*4. Strengthening our kinship placement options will allow for children to remain with relatives. This requires a timely safety assessment, home assessment, and services to parents and relatives. We continue to seek ways to support the relatives with emotional, physical and financial support. A request has been made to have OFI representation in the workgroups. This will allow questions and answers to eligibility requirements for relatives.*

*5. Strengthening our Resource Development team will improve services to kinship and foster care placements. The current length of time to approve a home for a placement can be reduced with a streamlined process of efficiency.*

*6. Strengthening the Kenny A. workgroup participation by having front-line staff and all relevant parties at the table. Developing clear action steps in each meeting and providing follow-up to ensure action steps are put into place and are actually improving the desired outcomes.*

*7. Lastly, strengthening the region leadership through accountability, focused attention, collaboration and partnership with all leadership to ensure the expected behavior is being modeled.*

## **II. ROBUST WORKFORCE DEVELOPMENT**

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 193 CPS, family preservation, permanency, and specialized case managers who were active on June 30, 2018, 112 (58 percent) of them were meeting caseload expectations. Not counted in these numbers were 24 cases assigned to 16 supervisors on this same date pending case assignment.

On this same date, out of 48 active CPS and permanency supervisors, 30 (63 percent) of them were assigned five or fewer case managers and most of those were CPS supervisors.

### ***CPS Case Managers***

For CPS case managers, 86 percent were assigned 12 or fewer families to respond to or investigate reports of maltreatment on June 30, 2018.

### ***Family Preservation Case Managers***

Family preservation case managers have generally been assigned 17 or fewer families in order to provide services and help ensure child safety.<sup>1</sup> This was also the case on June 30, 2018 when 100 percent of these case managers met the standard.

### ***Permanency Case Managers***

For many years, permanency case managers were consistently meeting or exceeding a caseload expectation of 15 or fewer cases; however, this began to shift in 2015.<sup>2</sup> Only 45 percent of all permanency case managers were meeting caseload expectations on June 30, 2018.

### ***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 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.<sup>3</sup> One year later, on December 31, 2017, 36 percent of these case managers were meeting caseload expectations. On June 30, 2018, the percentage of case managers meeting this expectation had declined to 31 percent.<sup>4</sup>

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<sup>1</sup> See *Period 24 Final Data Report Kenny A. v. Deal*.

<sup>2</sup> See *Period 24 Final Data Report Kenny A. v. Deal*.

<sup>3</sup> See *Period 24 Final Data Report Kenny A. v. Deal*.

<sup>4</sup> The requirement to be assigned no more than 12 cases 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.

## ***Supervisors***

On December 31, 2017, all of the DeKalb County supervisors and 70 percent of the Fulton County supervisors were meeting expectations related to the number of case managers they were assigned. However, on June 30, 2018, only 36 percent of DeKalb supervisors and 60 percent of Fulton supervisors had five or fewer case managers to supervise.

This is a great concern for both counties. Without adequate supervisory capacity, the counties are more likely to find cases delayed and case managers are more likely to leave the agency.

## ***DeKalb County on June 30, 2018***

Caseloads for 32 percent of the case managers in DeKalb County on June 30, 2018 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 (93 percent) were assigned caseloads that met agreed-upon standards. On this date, there were 16 cases assigned to nine supervisors pending case assignment. See Appendix A, *Tables 3 and 4* for more information.

## ***Fulton County on June 30, 2018***

On this same date, Fulton County had a higher percentage of case managers exceeding caseload expectations, with 56 percent of the case managers exceeding caseload expectations. See Appendix A, *Tables 5 and 6* for more information.

For the first brief on the Infrastructure Standards, the MTAT expanded on these caseload dynamics as of June 30, 2018, to include a calculation of the number of case managers in each program area for each county that would be needed to meet caseload standards compared to the number and percent currently available, in training or being onboarded. Those calculations were based on a “Magic Number” spreadsheet, developed by the Measures Workforce workgroup, and expected to be updated on a monthly basis. In addition to including that workbook in the first Infrastructure Standards brief, the MTAT intends to include that workbook in subsequent monitoring reports to report on caseloads and caseworker vacancy at the end of each period

To better understand the factors that most impact DFCS’ ability to meet caseload expectations and ensure a stable and capable workforce to address the needs of children and families, the MTAT will be conducting a deeper analysis on the workforce in the third brief on the Infrastructure Standards. The Infrastructure Standards, negotiated and submitted to the court in December 2017, include commitments related to the hiring and onboarding process for new employees, 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.

There are some factors that have already been identified: the need for consistent data to understand workforce dynamics, the need to streamline the hiring and onboarding process, the need to better prepare the workforce through a more efficient and effective approach to training and supporting the existing workforce.

First, leaders continue to expend too much of their limited time seeking consistent, accurate information about the workforce in both counties, such as: 1) the number of case managers and

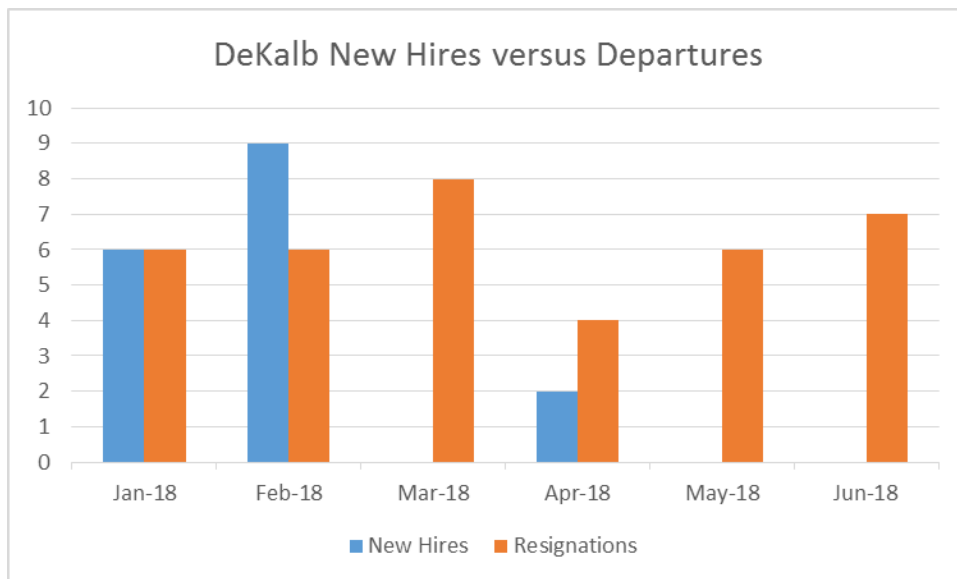


**Kenny A. v. Deal**

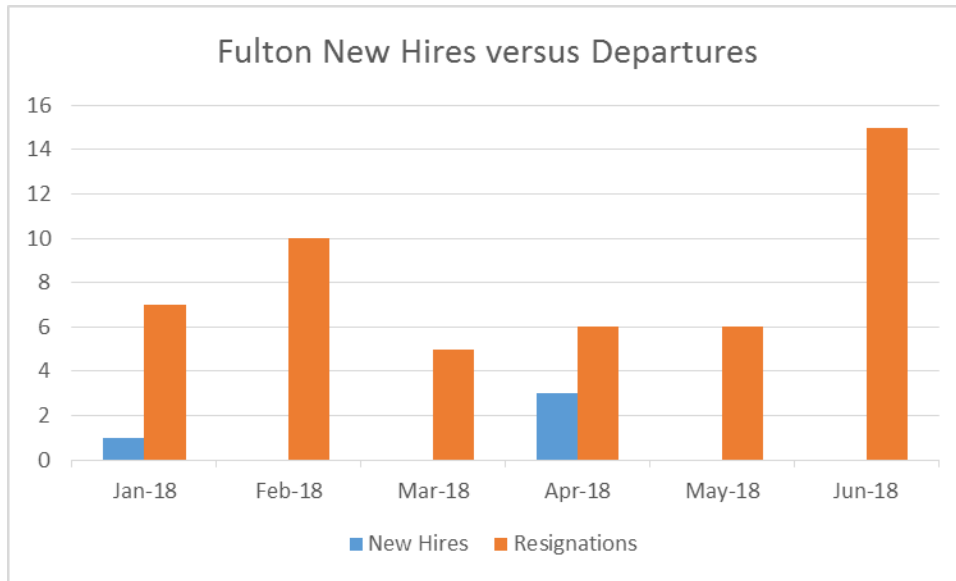
supervisors, their years of DFCS experience, program area, and number of cases or case managers assigned to them; 2) the number of vacant positions and how long these have been vacant; 3) the length of time it is taking for new hires to complete the onboarding process and where delays are incurred; 4) 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. Part of the concern here is that there is not a consistent method for tracking progress (or lack thereof) related to these workforce dynamics over time.

A second issue is a simple comparison between the number of new hires during the period, compared to the number of employees who left DFCS through resignations, retirements, and dismissals. In both counties, as depicted in the two tables below, during the target period more employees left than were hired, and for several months no new employees were hired. There are several reasons for this to have occurred. The counties continued to lose employees due to high workloads. Hiring came to a halt for several months during the period. Moreover, this dynamic was exacerbated, as a result of some confusion during initial implementation of a new electronic system designed to streamline and speed up the hiring process, HR Pass. DFCS has made a commitment to partner with the Department of Human Resources to streamline this process.

**Figure 1: DeKalb New Hires vs. Departures**



Source: Region 14 Combined Human Resources Report.

**Figure 2: DeKalb New Hires vs. Departures**

Source: *Region 14 Combined Human Resources Report*.

DFCS leaders have identified several specific concerns related to the overall process for onboarding and training newly hired case managers. Too many new hires have been leaving DFCS after completing the 16-week Child Welfare Academy Fundamentals and Essentials Training.<sup>5</sup> Changes are already in process to develop a new training process that will be completed in six weeks and will include certification. In addition, the counties are implementing a revised process for onboarding new employees. These issues will be explored in more detail in the second brief on the Infrastructure Standards.

<sup>5</sup> The objectives of the Training Academy 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.

### III. CONTEXT AND BACKGROUND

As Region 14 continues to grapple with stabilizing the workforce during another new leadership transition, the counties have struggled to meet key engagement outcome measures during Period 25 and fewer children are achieving timely permanency. Overall, the number of children and youth entering foster care increased slightly; however, the number of children exiting care decreased during Period 25. There were 468 entries during this period, but only 419 exits, thus increasing the overall number of children in foster care, which results 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 of the report provides a longitudinal snapshot of placement dynamics, a report on major findings regarding placement prohibitions, a listing of the performance of each county and the region on the outcomes required under the Modified Exit Plan, and major findings regarding outcome measures.

Cases that do not close but instead go on to a deeper involvement with DFCS, including removal from the community and placement in foster care, also have a distinct set of processes and timelines for expected completion. Those processes and their timeframes are depicted in *Figure 4*.

This figure highlights those case management and permanency planning activities that should occur in the first year of placement. The yellow bar across the top displays timeframes in days, and the white circles specify what case management activity should occur within specific timeframes. The bars (tan and red) at the bottom represent ongoing case management activities, with the red bars denoting those items that are somewhat associated with SBC. The white circles highlight the numerous specific tasks associated with the first year of placement, many of which are mandated in policy, and which sit outside of (but can be integrated with) the core tenets of SBC.

#### *Context for Understanding Period 25 Outcomes*

In the next section, we provide an overview of case flow dynamics in Region 14 during the most recent three-and-a-half years. These data provide useful context for interpreting outcomes associated with the January through June 2018 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 the first half of 2018, and relative to the prior three 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. We consider the proportion of children and youth who enter care and stay for less than one month, and see how that proportion has been shifting over time, as total entries in the region decline (except for a

**Kenny A. v. Deal**

slight uptick during Period 25). While there are some similar trends for the region overall, there are also some patterns distinctive in each county. Data, current through June 30, 2018, are derived from the DFCS longitudinal data file, developed by Chapin Hall, and based on SHINES data.

Table 1 below shows that the number of children and youth entering care in Region 14 continues to decrease relative to the most recent years. The table displays all children and youth entering care from 2015 through June 30, 2018, and it includes placement spells of any duration.

**Table 1: Children Entering Foster Care in Region 14**

Age at Entry	Total				DeKalb				Fulton				Trendlines: 2015-2017		
	2015	2016	2017	Jan-Jun 2018	2015	2016	2017	Jan-Jun 2018	2015	2016	2017	Jan-Jun 2018	Total	DeKalb	Fulton
Total	1,353	1,012	898	465	746	547	442	246	607	465	456	219			
Under 1	195	153	158	72	101	82	76	32	94	71	82	40			
1 to 5 Years	377	242	213	105	223	138	99	50	154	104	114	55			
6 to 12 Years	328	248	226	115	188	140	108	65	140	108	118	50			
13 to 17 Years	453	369	301	173	234	187	159	99	219	182	142	74			
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Note: Jan-Jun is six month value - so that point is left off.		
Under 1	14%	15%	18%	15%	14%	15%	17%	13%	15%	15%	18%	18%			
1 to 5 Years	28%	24%	24%	23%	30%	25%	22%	20%	25%	22%	25%	25%			
6 to 12 Years	24%	25%	25%	25%	25%	26%	24%	26%	23%	23%	26%	23%			
13 to 17 Years	33%	36%	34%	37%	31%	34%	36%	40%	36%	39%	31%	34%			

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

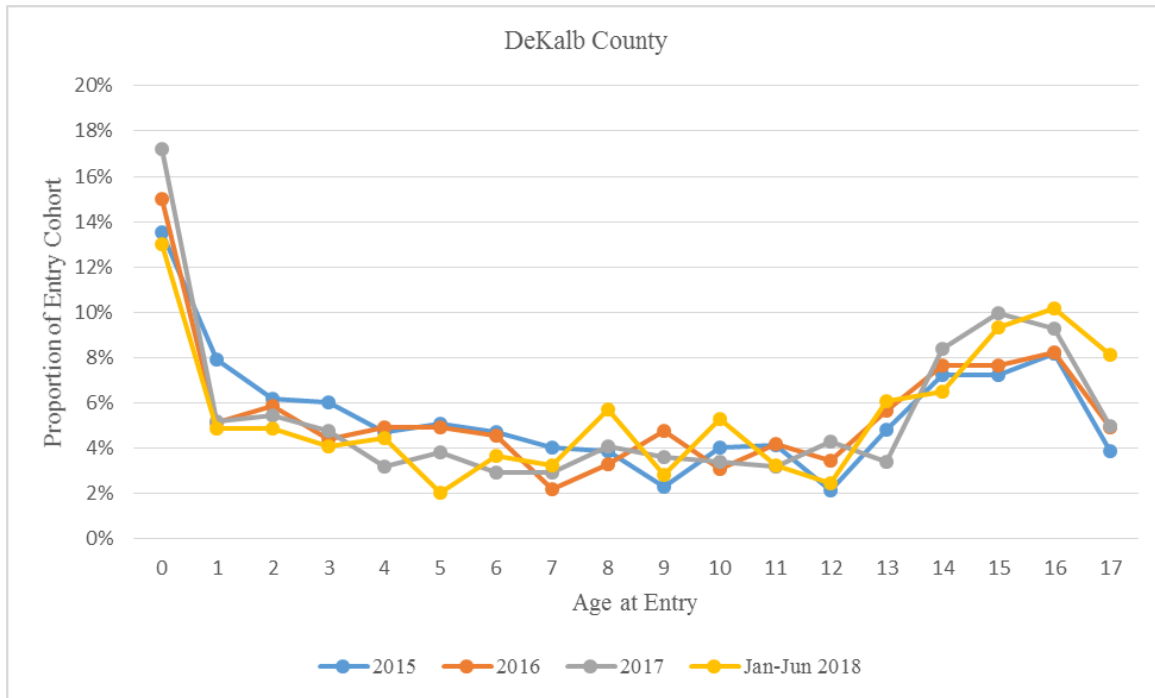
The 2018 numbers are six-month figures that suggest the decline observed since 2015 may have stabilized. The distribution by age at entry for the six-month cohort is similar to that of the prior year for children placed between the ages of one and 12. But there is a decrease in the proportion who enter as infants and an increase in the proportion who enter as teenagers. This shift is driven by the dynamics in DeKalb, which shows a declining proportion of entries for younger children and an increasing proportion of older children and teenagers. The sparkline (trendlines above) shows the steady decrease in counts overall from 2015 to 2017, although within age groups there are some different patterns observable, especially in Fulton County.

Figure 3 below provides an additional view of the distribution of the 2018 six-month entry cohort by single year of age, and county, and shows how those distribution have shifted from the prior three 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.

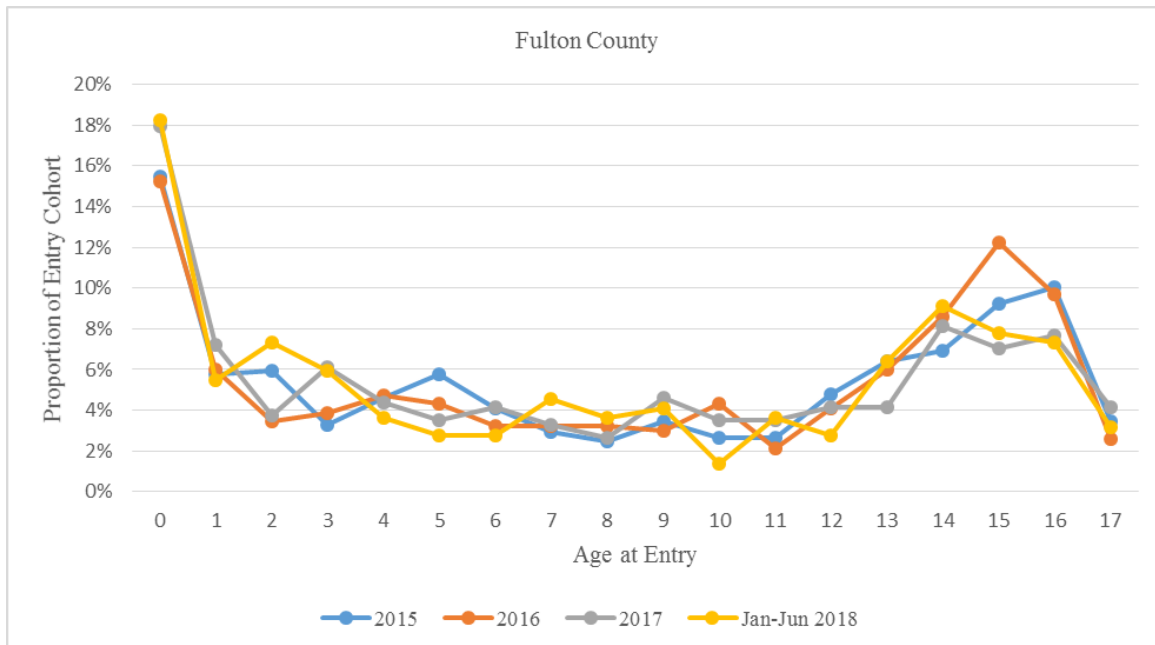
In DeKalb, the 2018 entry group is distinguished by peaks at each end of the age distribution. Infants clearly make up the greatest proportion of the 2018 entrants, although it has dropped from just under 18 percent, to under 14 percent for the most recent period. Similarly, youth 14 and older make up the next greatest proportion of enterers – between 7 and 10 percent in the first half of 2018, although these patterns deviate slightly from the prior entry year.

**Kenny A. v. Deal**

**Figure 3: 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, which was the highest proportion observed when compared to the earlier years, they match the 2017 year. But there is not a similar bump for the older children, although the current six-month group shows a slightly higher proportion of teenaged entries, they remain less than 10 percent of each year’s entry cohort.



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

**Kenny A. v. Deal**

The next set of tables show the placement type for children and youth at the time of entry. Just under 75 percent of children coming into care in Region 14 in the first half of 2018 were first placed in family settings. Just over 45 percent were first placed in foster homes, and just over 25 percent were placed in a kinship setting. The remaining 27 percent were placed in other settings – including congregate settings, and “other” settings (which include hotels, ILPs, hospitals, jails, AWOL status, and unknown settings).

**Table 2: Placements for Children and Youth Entering Foster Care**

First Placement Type	Total				DeKalb				Fulton			
	2015	2016	2017	Jan-Jun 2018	2015	2016	2017	Jan-Jun 2018	2015	2016	2017	Jan-Jun 2018
Total	1,353	1,012	898	465	746	547	442	246	607	465	456	219
Foster	641	436	406	219	364	233	198	111	277	203	208	108
Relative	305	250	241	119	176	144	121	61	129	106	120	58
Congregate^	175	156	156	90	101	79	74	55	74	77	82	35
Other^	232	170	95	37	105	91	49	19	127	79	46	18
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Foster	47%	43%	45%	47%	49%	43%	45%	45%	46%	44%	46%	49%
Relative	23%	25%	27%	26%	24%	26%	27%	25%	21%	23%	26%	26%
Congregate^	13%	15%	17%	19%	14%	14%	17%	22%	12%	17%	18%	16%
Other	17%	17%	11%	8%	14%	17%	11%	8%	21%	17%	10%	8%

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

These patterns are consistent with prior years, although the data from first half of 2018 implies slightly less reliance on “other” settings, which when known – are generally temporary short-term placements – or hospital placements. Their decline – and the slight uptick in family-based setting is promising. Overall, the first six months saw a slight increase in the proportion of children/youth placed in a congregate setting, and the data evidence suggest that is driven by DeKalb county dynamics.

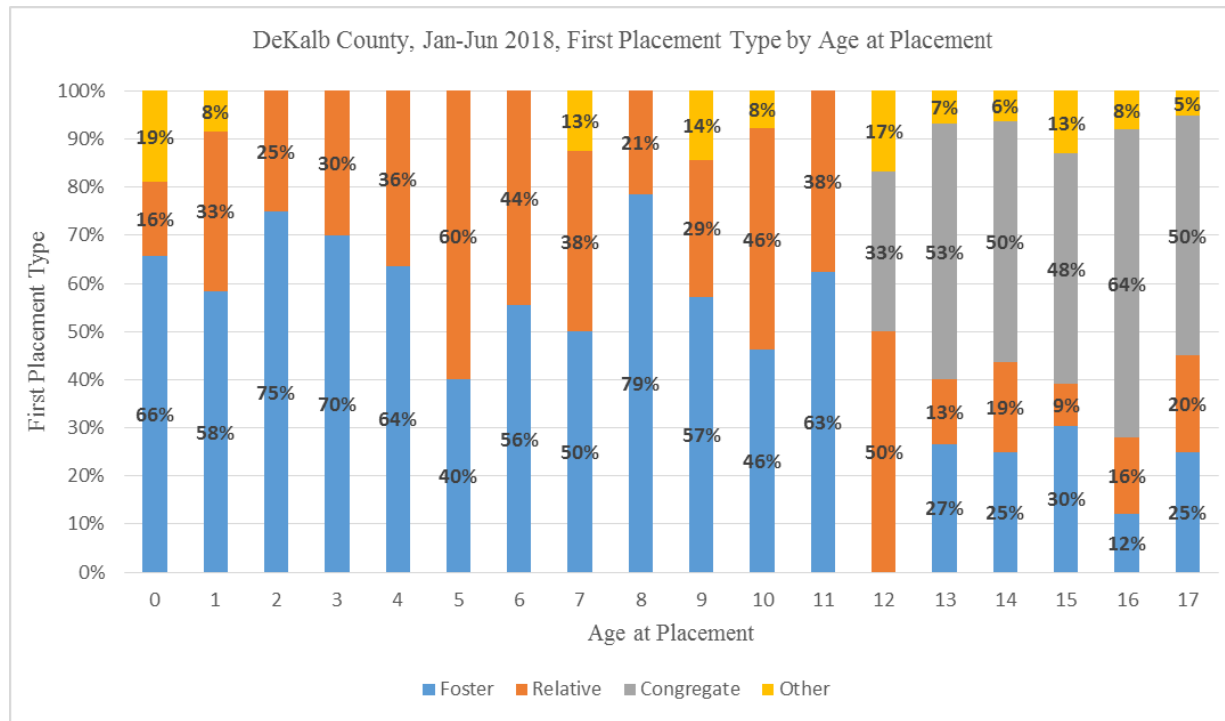
This pattern is relatively consistent over time – and between the two counties. The two bar graphs look more closely at the six-month 2018 group and show the placement settings by single year of age in each county. This view provides a more nuanced consideration of the experience of children and youth as different at the time of removal – although it is important to keep in mind that the numbers of children and youth represented in each of these bars is fairly low. Generally, there are fewer than 20 (often fewer than 10) children represented in each age group. The table below displays counts by placement type and age at spell start for each county, which adds useful context with which to consider the two figures below.

**Kenny A. v. Deal**

**Table 3: First Placement Type, by Age at Placement, Jan-Jun 2018**

		Jan - Jun 2018 Entries, First Placement Type by Age at Spell Start																	
		Age at Spell Start																	
County	Total	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
<b>DeKalb</b>																			
Total	246	32	12	12	10	11	5	9	8	14	7	13	8	6	15	16	23	25	20
Foster	111	21	7	9	7	7	2	5	4	11	4	6	5	0	4	4	7	3	5
Relative	61	5	4	3	3	4	3	4	3	3	2	6	3	3	2	3	2	4	4
Congregate	55	0	0	0	0	0	0	0	0	0	0	0	0	2	8	8	11	16	10
Other	19	6	1	0	0	0	0	0	1	0	1	1	0	1	1	1	3	2	1
<b>Fulton County</b>																			
Total	219	40	12	16	13	8	6	6	10	8	9	3	8	6	14	20	17	16	7
Foster	108	17	8	14	9	4	3	5	8	4	5	3	5	4	1	7	4	4	3
Relative	58	13	4	2	4	3	3	1	2	4	4	0	2	1	3	5	3	3	1
Congregate	35	0	0	0	0	0	0	0	0	0	0	0	0	1	8	7	10	7	2
Other	18	10	0	0	0	1	0	0	0	0	0	0	1	0	2	1	0	2	1

**Figure 4: 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 most children entering placement between the ages of 0 and 11. The 19 percent of infants placed in “other” settings are primarily associated with hospital removals. About 16 percent of entering infants were placed in a relative home (orange bar). For older children, there was a wide range in the reliance on relative homes for first placement – 60 percent of five year-olds and 50 percent of 12 year-olds were placed with family members or fictive kin. Otherwise the range was from about 21 percent up to 60 percent. The likelihood of initial foster home placement decreased sharply for youth placed as teenagers, and the use of kinship declined as well. Reliance on congregated care (grey bar) increased with age – peaking at over 64 percent for 16-year-olds – and exceeding 50 percent for most other age groups except for 15-year-olds, of whom 48 percent were placed in a congregated setting.

**Kenny A. v. Deal**

For Fulton, the patterns indicate some variation. One-third of infants were placed with a relative or fictive kin, a quarter were first placed in other (likely hospital), and the remainder were placed in foster homes. Children placed between the ages of one and 12 were very likely to have first placement in a foster home. For over 50 percent of children in each age group (one to 12) that was the first setting, and it was the setting for 80 percent or more of children of certain ages (two, six, seven, and 10 years old). Relative placements were common (with some variation) in the younger age group, reaching as high as the first placement for half of five- and eight-year-olds. But for children over 10 at placement, relative care decreased in likelihood as the first placement type.

The proportion placed in “other” – especially for non-infants, declined in the first six months of 2018.

**Figure 5: Fulton First Placement Type by Age**

**Caseload Ratio, Caseload Averages & Current Capacity**

Case Type	Caseload	Six Month Avg Caseload		
	Ratios	Total	DeKalb	Fulton
Foster Care	15	735	397	338
Foster Care (Specialized)	12	583	327	257
Post Foster Care	20	761	355	407
Adoption	15	251	178	73
Investigation	12	577	270	307
Family Support Services	18	653	271	382
Family Preservation	17	210	127	84
Intake	12	291	164	127

Case Type	Required Staff			Currently Available, In Training & On-boarding			Percent	
	Total	DeKalb	Fulton	Total	DeKalb	Fulton	Total	DeKalb
Total	273	142	131	218	128	90	80%	90%
Foster Care	49.0	26.4	22.5	90	52	38	66%	77%
Foster Care (Specialized)	48.6	27.2	21.4	0				
Post Foster Care	38.1	17.7	20.3	0				
Adoption	16.7	11.9	4.8	21	14	7	126%	126%
Investigation	48.0	22.5	25.6	55	32	23	114%	114%
Family Support Services	36.3	15.1	21.2	35	18	17	97%	97%
Family Preservation	12.4	7.5	4.9	17	12	5	137%	137%
Intake	24.3	13.7	10.6	0				

\* All foster care included Foster Care row

Source: Magic Number Calculator, Nov 2018



**Kenny A. v. Deal**

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. *Table 4* below indicates that the proportion of children entering care in Region 14 who stay in care less than 31 days has dropped from about 25 percent to 20 percent in the most recent year that can be fully observed (2017). This decrease has occurred in both counties, with DeKalb dropping from just under a quarter to 15 percent and Fulton from about one-third to 25 percent. These are notable decreases. *Table 4* also shows that the large majority of children experiencing these short spells are youth 13 and older. This is especially true in DeKalb, where more than 80 percent of the “short-stayers” are 13+, while in Fulton the figure is closer to 60 percent.

Nearly all of these youth who exited quickly returned to a family member. In both counties, it was 96 percent of the 2017 short-stayers. And of those children and youth who entered, had brief stays and then returned home, about 20 percent of them returned to care in the region within one year of their exit. In DeKalb, the reentry rate was 25 percent for short-stayers who returned home quickly.

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

Placement	Total			DeKalb			Fulton		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
Total Entries	1,353	1,012	898	746	547	442	607	465	456
GE 31 Days	996	759	718	572	442	374	424	317	344
LT 31 Days	357	253	180	174	105	68	183	148	112
Perm Exit	338	238	173	164	100	65	174	138	108
Rentered w/in Yr	58	43	35	30	17	16	28	26	19
<b>Of children/youth with spells of LT 31 Days . . .</b>									
% of Total Entries	26%	25%	20%	23%	19%	15%	30%	32%	25%
% 13 + at entry	70%	71%	69%	73%	76%	82%	67%	68%	61%
% Exiting to Permanency	95%	94%	96%	94%	95%	96%	95%	93%	96%
% Reentering	17%	18%	20%	18%	17%	25%	16%	19%	18%

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

### ***Period 25 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. The Kenny A. State Project Director, the County Directors, and the head of resource development for Region 14 are championing the effort to ensure safe and stable placements for children and youth.

### **Discriminatory Placement Practices**

Section IV.B.3 of the Modified Consent Decree and Exit Plan (hereinafter Exit Plan) prohibits discriminatory placement practices. Specifically, this section states:

***Kenny A. v. Deal***

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“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.”

In DFCS contracts for room board and watchful oversight (RWBO), each provider is responsible for having a policy to address grievances and each provider must have an identified Child Ombudsman, who is responsible for investigating any complaints and/or grievances. This Ombudsman must not have any direct care or oversight responsibility for the child within the agency. The State Office of Provider Management (OPM) has monitoring specialists who are responsible for interviewing children currently placed with private providers. The interviews focus on suitability of the placement and whether the child’s needs are being met.

OPM also uses a monitoring tool to review the provider’s grievance policy. If grievances were filed, OPM monitoring specialists review them to ensure that the process was followed according to the provider’s policy. This includes interviewing the child to verify the information being shared by the provider. In FY2020, OPM will be adding an additional question to its monitoring tool that directly addresses discrimination.

In addition to the grievance process within OPM, the Well-Being Services Section, through the Georgia Resilient, Youth-Centered, Stable and Empowered Program (R.Y.S.E)/ ILP Program, manage a youth grievance process for young people to report issues related to fair and equitable treatment as it relates to all life domains (health, education, housing/placements, etc.). DFCS will be adding additional measures to enhance feedback related to LGBTQ policies and practices.

In future reporting periods, MTAT will analyze state-provided data and trends from these two offices within DFCS.

**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 children and youth ages zero to five, six to 12, and 13+ respectively, for DFCS foster homes and for private provider foster homes. In FY2018, which covered Period 24, the foster care per diems were increased. DFCS foster homes now receive \$25.27, \$27.26, and \$29.65 respectively. Private provider foster homes now received \$20.27, \$22.26, and \$24.65 respectively. The state indicated that increases for private provider foster homes were spread over two years, per agreement with the Plaintiffs. Thus, the state committed to equalizing private provider rates with DFCS foster home rates in FY2019, which began July 1, 2018. The Finance Director, Clifford O’Conner confirmed that the rates were indeed equalized on July 1, 2018. MTAT will continue monitoring these rates.

The major findings regarding placements during Period 25 are presented below.

## **Major Findings**

### **1. The state has eliminated the regular use of hotels, motels, or similar non-child welfare overnight commercial enterprises.**

The State continues to do a commendable job eliminating the regular use of hotels as a placement resource. There was only one instance of a child being placed in a hotel during Period 25 in March 2018. Since then, no children have been housed in hotels. During the past two years the state has been working to increase its array of foster care placements and to enhance diligent search efforts to locate and support relatives and fictive kin as temporary placements for children and youth. In addition, the partnership with the Multi-Agency Alliance for Children (MAAC) continues to provide emergency placements for youth in Fulton and DeKalb counties.

### **2. The State continues its efforts to limit the amount of time a child spends in a DFCS office, especially during overnight hours. However, additional documentation is needed to truly understand the experience of children who come in and out of the office on the same day and on consecutive days.**

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

During Period 25, there were two youth who spent more than 23 hours in a county DFCS office. According to the DFCS Office Stay Log, one young man, age 17, entered the DFCS office on March 9, 2018 at 10:30 p.m., after experiencing a disrupted placement. He did not leave the office until 11:59 p.m. on March 11, 2018. These two full days in the office were followed by smaller periods of time in the office on March 12 and March 13, for a total of more than 63 hours. At some point during these hours, DFCS found a placement; however, upon arriving at the placement, the child refused to enter, and returned to the office. At another point, he was placed in a receiving home and was finally placed in a foster home on March 19, 2018. During the time of the youth’s office stay, the region identified multiple placements; however, placement attempts failed due to the youth’s repeated refusal to enter these identified placements. Therefore, the youth had to be returned to the office on several occasions. Staff made arrangements so that the youth spent as little time as possible in the office. He had a job at a pizza restaurant, working five to seven hours per day (this was a weekend). His behavioral aide took him to work and picked him up. After work, they would have meals and then outings such as movies, bowling, or to play sports so that he only returned to the office to sleep, supervised by his behavioral aide. The

*Kenny A. v. Deal*

Resource Development team continued working until a foster home was identified and the youth agreed to placement. Upon leaving the office on March 13, 2018, the youth had the following placements:

- ◆ March 13, 2018 to March 14, 2018 – Holiday Inn (Hotel).
- ◆ March 14, 2018 to April 25, 2018 – (CPA FH).
- ◆ April 25, 2018 to April 27, 2018 – (DFCS FH).
- ◆ April 27, 2018 to May 30, 2018 – Safe Haven (CCI).

On May 30, 2018, custody was granted to the mother with a protective order for 90 days.

Another youth, age 16, entered the DFCS office on February 25, 2018 at 1:30 a.m. after experiencing a disrupted placement. According to the office log, he left the office at 12 a.m. on February 26, 2018, for a total of 22.5 hours. However, when asked for additional information about this youth, DFCS indicated that he actually left the office at 1:00 p.m. on February 26, 2018, which means he spent a total of 35.5 hours in the DFCS office prior to being placed. MTAT requested additional information and DFCS provided the following regarding his subsequent placements:

- ◆ February 26, 2018 to March 2, 2018 – Embracing Arms (CCI).
- ◆ March 2, 2018 to March 3, 2018 – Reaching Back (CCI).
- ◆ March 3, 2018 to March 5, 2018 – (DFCS FH).
- ◆ March 5, 2018 to March 21, 2018 – Iries Community Office (Behavioral Aide agency office).
- ◆ Guardianship granted on March 21, 2018. Child no longer in care.

The youth was placed in a set-up bedroom at the Iries Community Office for two weeks with a behavioral aide assigned to him. The aid took him to school during the week and to work on the weekends. They also did other activities to limit the amount of time spent in the actual office. DFCS indicated that the case manager visited the youth three times and the department also provided information regarding their efforts to secure a placement for this youth during those two weeks.

While these are not the only two youth who have unexplained time between entering and exiting the DFCS office between 8 p.m. and 8 a.m., they had the most extensive office stays by far. MTAT has met with DFCS and expressed a deep concern about the accuracy of the office stay log and the lack of information that is currently being provided. A new monitoring tool and process is being devised so that there will be a more accurate depiction and a clearer understanding of the experiences of youth who stay in the office awaiting placements.

### **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 the use of congregate care for young children. The reported information is for all children under the

age of 12 in care between January and June 2018, not for a sample of the entire foster care population.

According to state reports, no children under the age of 12 entering foster care or already in care during the period were placed in group homes or child caring institutions except as allowed under the Modified Exit Plan. During Period 25, of youth in care or who entered foster care in the period, 22 children and 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 was one child placed with the mother in a group care setting designed for teen mothers. All documentation and waivers were reviewed by the MTAT.

**4. The overwhelming number of children are not remaining in temporary facilities longer than 30 days and the region continues to place fewer children 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 25, out of the 2,017 children who were in foster care at the beginning of the period or entered during the period, there was one child in Fulton County placed in a temporary facility or any other foster home or group facility beds used on a temporary basis for more than 30 days.

In addition, for the first half of calendar year 2018, only three of 661 (.45 percent) of children were placed in two or more temporary facilities within one episode of foster care. The state should be commended for continuing to reduce the number of children experiencing two or more temporary placements. They have reduced this percentage from 11.5 percent in CY2015, to 7.3 percent in CY2016, to 3.6 percent in CY2017.

### ***Period 25 Outcomes***

*Tables 5 and 6* below list each Ongoing and Attained Outcomes for Period 25, along with the most current observed performance. The outcomes shaded in green indicate measures that are eligible to move to the Attained category. The outcome shaded in red indicates a measure that MTAT is recommending a move from the Attained category back to Ongoing.

Finally, this report contains two appendices. In Appendix A, there 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. Then there 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. Appendix B contains a glossary of common terms that are relevant to Georgia.

*Kenny A. v. Deal***Table 5: Period 25 Ongoing Outcome Measures***(Green denotes an outcome measure that is eligible to move from Ongoing to Attained.)*

<b>Ongoing Outcome Measures</b>	<b>Period 24 Performance Region 14</b>	<b>Period 25 Performance DeKalb</b>	<b>Period 25 Performance Fulton</b>	<b>Period 25 Performance Region 14</b>
<b>Outcome 1:</b> Commencement of CPS Investigations Concerning Foster Children: At least <b>95%</b> 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.	<b>72%</b>	100%	92%	<b>95%<sup>6</sup></b>
<b>Outcome 3:</b> 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 <b>8.3%</b> 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.	<b>16.9%</b>	13%	12%	<b>13%<sup>7</sup></b>
<b>Outcome 4:</b> Maltreatment in Care: Of all children in foster care during the reporting period, the rate of victimization shall be no more than <b>8.50</b> victims per 100,000 days.	<b>4.36</b>	3.09	3.28	<b>3.17</b>
<b>Outcome 5:</b> Search for Relatives: At least <b>95%</b> 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.	<b>83%</b>	91%	79%	<b>85%</b>
<b>Outcome 6:</b> At least <b>43.6%</b> 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.	<b>28.2%</b>	5%	14%	<b>9%<sup>8</sup></b>
<b>Outcome 7:</b> At least <b>30.3%</b> 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	<b>22.7%</b>	13%	12%	<b>12%<sup>9</sup></b>

<sup>6</sup> This includes investigations conducted by perimeter counties and the State Investigations Unit.<sup>7</sup> This is the sixth month performance on an annual measure.<sup>8</sup> This is the sixth month performance on an annual measure.<sup>9</sup> This is the sixth month performance on an annual measure.

*Kenny A. v. Deal*

Ongoing Outcome Measures	Period 24 Performance Region 14	Period 25 Performance DeKalb	Period 25 Performance Fulton	Period 25 Performance Region 14
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.				
<b>Outcome 8:</b> Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least <b>80%</b> will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.	<b>43%</b>	60%	60%	<b>60%</b>
<b>Outcome 9:</b> Permanency Efforts (15/22): At least <b>95%</b> 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.	<b>96%</b>	96%	97%	<b>97%</b>
<b>Outcome 10:</b> Sibling Placement: At least <b>80%</b> 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.	<b>92%</b>	85.9%	89.2%	<b>87.5%</b>
<b>Outcome 11:</b> Multiple Placement Moves: The rate of placement moves in foster care shall be no more than <b>3.67</b> moves per 1,000 days in foster care.	<b>2.93</b>	2.41	3.53	<b>2.91<sup>10</sup></b>
<b>Outcome 12:</b> Caseworker Continuity: At least <b>90%</b> 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	<b>97%</b>	94.6%	97.9%	<b>96%</b>

<sup>10</sup> This is the sixth month performance on an annual measure.



*Kenny A. v. Deal*

Ongoing Outcome Measures	Period 24 Performance Region 14	Period 25 Performance DeKalb	Period 25 Performance Fulton	Period 25 Performance Region 14
transferred to another county; or case managers who have covered a case during another case manager's sick or maternity leave.				
<b>Outcome 13:</b> Visitation (Worker-Child): At least <b>96.25%</b> 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.	<b>97.5%</b>	96%	98.7%	<b>97.2%</b>
<b>Outcome 14:</b> Visitation (Parent-Child): At least <b>85%</b> of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification.	<b>85%</b>	82.2%	95.4%	<b>88.4%</b> <sup>11</sup>
<b>Outcome 16:</b> 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 <b>90%</b> 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.	<b>88%</b>	82%	96%	<b>89%</b>
<b>Outcome 17:</b> Education: At least <b>56%</b> of children discharged from foster care at age 18 or older shall have graduated from high school or earned a GED.	<b>50%</b>	n/a	n/a	<b>n/a</b> <sup>12</sup>
<b>Outcome 18:</b> Placements Not in Full Approval Status: At least <b>98%</b> 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.)	<b>95%</b>			<b>96%</b>
<b>Outcome 19:</b> Six-Month Case Plan Review: At least <b>95%</b> of foster children in custody for six months or more shall have either had their six-	<b>96%</b>	93%	100%	<b>96%</b>

<sup>11</sup> If the performance continues to meet or exceed the standard in Period 26, this Outcome Measure can be moved to the Attained category.

<sup>12</sup> This measure is reported on an annual basis.

*Kenny A. v. Deal*

Ongoing Outcome Measures	Period 24 Performance Region 14	Period 25 Performance DeKalb	Period 25 Performance Fulton	Period 25 Performance Region 14
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				
<b>Outcome 20:</b> Permanency Hearing: At least <b>95%</b> 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	<b>100%</b>	100%	100%	<b>100%</b>
<b>Outcome 21:</b> 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:				
<b>Outcome 21a:</b> At least <b>92%</b> shall not have any unaddressed medical needs	<b>96%</b>	98%	84%	<b>92%</b> <sup>13</sup>
<b>Outcome 21b:</b> At least <b>92%</b> shall not have any unaddressed dental needs	<b>89%</b>	90%	90%	<b>90%</b>
<b>Outcome 21c:</b> At least <b>92%</b> shall not have any unaddressed mental health needs	<b>94%</b>	93%	84%	<b>90%</b>
<b>Outcome 21d:</b> At least <b>92%</b> shall not have any unaddressed education/development needs	<b>100%</b>	96%	94%	<b>95%</b>
<b>Outcome 27:</b> Court Orders: At least <b>95%</b> 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.	<b>99%</b>	98%	90%	<b>95%</b>

<sup>13</sup> If the performance continues to meet or exceed the standard in Period 26, this Outcome Measure can be moved to the Attained category.

*Kenny A. v. Deal***Table 6: Period 25 Attained Outcome Measures***(Red denotes an outcome measure that MTAT is recommending move from Attained to Ongoing.)*

<b>Attained Outcome Measures</b>	<b>Period 24 Performance Region 14</b>	Period 25 Performance DeKalb	Period 25 Performance Fulton	<b>Period 25 Performance Region 14</b>
<b>Outcome 2:</b> Completion of CPS Investigations Concerning Foster Children: At least <b>95%</b> 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.	<b>100%</b>	100%	100%	<b>100%</b>
<b>Outcome 15:</b> 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 <b>95%</b> 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	<b>96%</b>	94.7%	98.4%	<b>96.3%</b>
<b>Outcome 22:</b> Corporal Punishment: At least <b>98%</b> 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.	<b>100%</b>	100%	100%	<b>100%</b>
<b>Outcome 23:</b> Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least <b>40.5%</b> 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.	<b>41.1%</b>	18%	27%	<b>22%<sup>14</sup></b>
<b>Outcome 24:</b> Adoption Disruptions: No more than <b>5%</b> of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period.	<b>0%</b>	0%	0%	<b>0%</b>
<b>Outcome 25:</b> Placement Within County: At least <b>90%</b> 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	<b>95%</b>			<b>96%</b>

<sup>14</sup> This is the sixth month performance on an annual measure.

**Kenny A. v. Deal**

<b>Attained Outcome Measures</b>	<b>Period 24 Performance Region 14</b>	Period 25 Performance DeKalb	Period 25 Performance Fulton	<b>Period 25 Performance Region 14</b>
adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court.				
<b>Outcome 26:</b> Visitation (Worker-Child): At least <b>96.25%</b> 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.	<b>95.0%</b>	93.05%	97.4%	<b>94.86%</b>
<b>Outcome 28:</b> Capacity Limits: No more than <b>10%</b> 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	<b>1%</b>			<b>0.2%</b>
<b>Other Consent Decree Requirements</b>				
<b>4x4 Visitation</b>	<b>37%</b>	47%	32%	<b>39%</b>
<b>(VI.G.1) Recurrence of Maltreatment</b>	<b>4.9%</b>	3.7%	5.8%	<b>4.9%</b>
<b>(VI.G.2) Number of children who were victims of a 2<sup>nd</sup> substantiated investigation w/in 12 months of FSS case</b>	<b>2.1%</b>	1.3%	0.9%	<b>1.1%</b>

## *Major Outcome Measure Findings*

### **1. The region continues meeting the threshold for maltreatment in care, and Fulton County greatly reduced the number of children who experienced maltreatment in care during Period 25. Moreover, both counties made major improvements in timely initiating and completing investigations.**

In previous reporting periods, the incidence of maltreatment in foster care was higher in Fulton County than in DeKalb County. However, during Period 25, Fulton County decreased its rate from 8.44 in Period 24 to 3.28, which was virtually equal to the rate in DeKalb County (3.09). Based on the associated number of days all children were in foster care during the period, both counties had a rate of victimization of 3.17 per 100,000 days. There were nine children substantiated for maltreatment in care in the period, four children from Fulton County and five children from DeKalb 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.<sup>15</sup>

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. During Period 25, there were 46 investigations of maltreatment in care reported that involved 58 alleged victim children. Of these, 97 percent (56 of 58) of the alleged victim children had investigations that were initiated on time.<sup>16</sup> This means that the investigator made face-to-face contact with these 56 alleged victim children within 24 hours of the report of maltreatment. This is the first time that the state has met the requirement for Outcome Measure 1 since the measurement was changed in January 2017. Fulton and DeKalb leadership have assigned a person in their respective county to ensure investigations are closed timely. Completion of these investigations continues to be in the ongoing category of outcome measures.

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 45 days of receipt of the report.<sup>17</sup> As mentioned above, there were 46 investigations of maltreatment in care during the period, and all 46 (100 percent) of them were completed within 45 days from the report of possible abuse or neglect. Completion of these investigations continues to be in the ongoing category of outcome measures.

### **2. Visitation is improving in many areas; however, both the counties continue struggling 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 visit caregivers consistently (96

<sup>15</sup> Following review with the Department, the Outcome 2 metrics were revised to remove from the calculation those children who were flagged as potential 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.

<sup>16</sup> Two of the alleged victim children were on runaway during the time of the report and were removed from the denominator and numerator.

<sup>17</sup> DFCS policy changed this to 45 days beginning July 1, 2017.

*Kenny A. v. Deal*

percent). This is the fourth consecutive period that the counties have met or exceeded the required threshold, and this outcome has been 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 25, the regional performance was 97.2 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 (Outcome 26) again fell below the threshold to 94.86 percent, just shy of the 96.25 percent requirement. This is the second consecutive reporting period in which the region did not meet the reporting requirement. Thus, MTAT is recommending that this outcome measure be moved back to an Ongoing Outcome Measure.

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 percent). During Period 25 the regional performance slightly improved to 88.9 percent. Fulton County continues performing above the required threshold ensuring that 96 percent of siblings visited monthly. However, DeKalb County only facilitated 82 percent of visits between separated siblings, which was an improvement from the 79 percent of visits between siblings in Period 24. Visitation between parents and their children occurred in 88 percent of the cases reviewed. This exceeds the standards set forth in the Consent Decree. DeKalb County slightly improved from facilitating 77 percent of these visits in Period 24 to facilitating 82.2 percent of these vital visits during Period 25. As discussed in the workforce section of this reports, both counties are severely understaffed for the number of children in foster care.

Visitation also assists in stabilizing placements. Both counties continue failing to adhere to state-wide policy with a regional performance of 39 percent for the four visits in the first four weeks of a new placement.

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**3. Juvenile court processes continue meeting or exceeding the consent decree requirements. However, there are many systemic challenges with ensuring that court orders are timely drafted, reviewed, signed, filed, and uploaded into SHINES.**

The legal requirements for removing a child from a family and granting temporary custody of that child are delineated in state and federal law, as well as DFCS policy and federal regulations. While the court systems in Fulton and DeKalb counties were not parties in the *Kenny A* class action or resulting consent decree, the courts play a major role in the child welfare system. Thus, while DFCS and its attorneys are responsible for filing necessary complaints, petitions, and motions with the court, attorneys for parents, child attorneys, and judges along with their staff, all must work together to ensure the correct and timely processing of cases. This process has a direct impact on achieving timely permanency for children and families.

This is the third consecutive reporting period in which DFCS, working with the court system, has exceeded the consent decree requirements of 95 percent of children in foster care having six-month case reviews and 95 percent of children in foster care having permanency hearing within

12 months of entering care. MTAT is recommending that these two outcome measures move to the Attained category.

In most of Georgia's judicial districts, the Special Assistant Attorneys General (SAAGs) are responsible for drafting dependency court orders, circulating them to the parties for comments and ensuring that the draft orders are then provided to the judges for review, approval and filing. This became a statewide practice when DFCS realized it was not getting reimbursed by the federal government for the cost of foster care, because some of the court-produced orders did not contain the requisite language. Both Fulton and DeKalb counties have developed their own protocols regarding the process and timing of completing these court orders. Moreover, as SAAGs are assigned to certain judges, additional practices may vary from courtroom to courtroom.

In order to ascertain whether DFCS is meeting the requirements of Outcome 27, (**95 percent** 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), MTAT pulls a sample of cases for a case file review. DFCS policy sets forth an expectation that court orders will be uploaded into SHINES in order for each child to have complete record. Thus, the case file reviewers search for hearing dates and correlating court orders. Then they read those orders to determine if they contain the required language. The challenge for several reporting periods has been that many of these court orders are missing and therefore the required language cannot be verified. They have either not been uploaded into SHINES, or they have not yet been signed by the judge, or they have not ever been produced by the SAAG. For the samples of cases reviewed, MTAT has provided the state with a list of cases and they then track down and in some instances, draft the missing orders. However, no proactive systemic approach was taken by DFCS during Period 25 to prevent missing orders and therefore incomplete files. During Period 26, DFCS has begun working with the entire court system to remedy this challenge.

While the state has been able to meet the requirements of Outcome 27 (95 percent), during Period 25, after receiving a second opportunity to find court orders, MTAT has concerns that the process for evaluating this metric may be flawed and not truly present an accurate picture of how the state is performing. During the next reporting period, in addition to the case file review, MTAT will explore other avenues for understanding the extent to which court orders are timely and contain required language.

**4. While each of the permanency measures (Outcome Measures 6, 7, and 23) are annual measures, the first six months of 2018 indicate that children are not achieving timely permanency in Region 14.**

Under the Modified Consent Decree and Exit plan, the state has permanency requirements for three cohorts of children: those who entered foster care during the period (Outcome Measure 23); those who have been in care for 12 to 23 months (Outcome Measure 6); and those who have been in care for 24 months or more (Outcome Measure 7). For Outcome Measures 6 and 7, the first six months of data suggest that the region is not on track for meeting the required standards. Because the current performance on Outcome 23 is based on six months of entries, the full population could not be observed, therefore, it is still possible to meet the permanency standard for those

children who entered foster care in 2018. The state and region's strategy for improving in its efforts to achieve permanency for children in foster care will be more fully described in first brief on the Infrastructure Standards. MTAT will continue working with the region to analyze permanency patterns of specific sub-population groups in each cohort in order to gain a deeper understanding of these dynamics and develop strategies to remove barriers to permanency.

**5. The counties have met or exceeded the Caseworker Continuity Measure (OM 12) for the third consecutive reporting period.**

Outcome Measure 12 evaluates caseworker continuity during each six-month reporting period, requiring that at least 90 percent of children in custody shall have had two or fewer DFCS placement managers during the prior 12 months in custody. For three consecutive reporting periods, the counties have now exceeded this requirement, thereby transitioning this outcome measure to the Attained category.

It is important to note that several exceptions were negotiated by the parties that exclude children from the analysis. The exceptions include:

- ◆ Cases transferred to an adoption case manager;
- ◆ Case managers who have died;
- ◆ Case managers who have been terminated
- ◆ Case managers who have been promoted;
- ◆ Case managers who transferred to another county; or
- ◆ Case managers who have covered a case while another case manager is sick, on FMLA, or maternity leave.

Regardless of the negotiated exceptions, children who experience frequent changes in case managers often have delays in achieving permanency. Thus, while measurement for purposes of this Consent Decree indicates that the counties have met the requirement, the experience of children who experience changes in DFCS placement managers, should still be a focus for attention. This is especially important in light of workforce issues described in the section above.

**6. Meeting the needs of children in care; the counties did a commendable job meeting identified medical, and educational/developmental needs of children; Fulton County fell short in meeting identified mental health and dental needs.**

The required threshold for all health and educational/developmental needs is 92 percent. The state met or exceeded the educational/developmental threshold (95 percent) for three consecutive periods; thus, this measure will be categorized as an Attained Outcome for the Period 26 report. Additionally, for medical needs, if the performance continues to meet or exceed the standard in Period 26, this Outcome Measure will also be moved to the Attained Outcome category. Unfortunately, performance in addressing dental needs (90 percent) and mental health (90 percent) remains below the threshold. This was especially true in Fulton County, whose Director indicates that they will be collaborating with various stakeholders to increase the level of mental health and dental services provided to children and families.



## **APPENDIX A – METRICS UNDER THE MODIFIED EXIT PLAN**

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* provides an analysis of the number of staff needed to meet caseload standards.



**Kenny A. v. Deal**

Table A-1

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

*Kenny A. v. Deal*

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data Produced by...
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 <sup>18</sup>	At least 95% of all investigations of reports of abuse or neglect of foster children shall be commenced, including timely face-to-face private contact with the alleged victim, in accordance with Section 2106 of the Social Services Manual, within 24 hours of receipt of the report.	NOTE: There is a change here b/c old OM 1 and 3 have been combined. Those two outcomes used two different denominators (child/inv). New metric is at the child level	Denominator: Children in foster care who are alleged victims of maltreatment Numerator: Number of child- investigations that started within 24 hours of referral Numerator: Number of children w/ face to face w/in 24 hours	Kenny A case review team
VI.A.2	At least 95% of all investigations of reported abuse or neglect of foster children shall be completed, in accordance with Section 2106 of the Social Services Manual, within 30 days of receipt of the report.	No change Effective 7/1/2017 – the standard became 45 days	Denominator: Number of MIC investigations referred in the PUR Numerator: Number of MIC investigations completed within 30 (45) days of receipt	Kenny A case review team

<sup>18</sup> The current VI.A measures are the ongoing measures.

*Kenny A. v. Deal*

Table A-1

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

*Kenny A. v. Deal*

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data Produced by...
VI.A.7	At least 30.3% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more shall be discharged to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.	CFSR 3 measure Report at 6 and 12 months SDU will report CY 2014-2016.	Denominator: All children in care on first day of CY who had been in care for 24 + months Numerator: # who achieved permanency w/in calendar year	State Data Unit
VI.A.8	Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80% will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.	No change	Denominator: Children TPR'd during the most recent six month period for whom 12 months can be observed.  Numerator: Those in the denominator who were adopted/reached guardianship during the period.	Kenny A team
VI.A.9	Permanency Efforts (15/22): At least 95% of all foster children who reached the point of being in custody for 15 of the prior 22 months shall have had either (a) a petition for the termination of parental rights filed as to both 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.	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
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	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

*Kenny A. v. Deal*

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data Produced by...
	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.			
<b>VI.A.11</b>	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 in care and admits SDU will report CY 2014-2016.  Children in care less than 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
<b>VI.A.12</b>	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	No change to method, Promoted caseworkers are now excepted	Denominator: All children in care at end of the period Numerator: number of those with LE 2 case managers.	Kenny A Team
<b>VI.A.13</b>	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

*Kenny A. v. Deal*

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data Produced by...
<b>VI.A.14</b>	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
<b>VI.A.15</b>	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	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
<b>VI.A.16</b>	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
<b>VI.A.17</b>	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	Denominator: youth 18+ who were discharged during the year Numerator: number who have graduated or who have GED	Kenny A Team



*Kenny A. v. Deal*

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data Produced by...
		achieved a special ed diploma prior to exit		
<b>VI.A.18</b>	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
<b>VI.A.19</b>	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
<b>VI.A.20</b>	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

*Kenny A. v. Deal*

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data Produced by...
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. <sup>19</sup> 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.	No Change	Denominator: All foster homes in the sample  Numerator: instances of Corporal Punishment	Kenny A case review team
VI.B.23	Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least 40.5% shall be discharged to permanency within 12 months of entering foster care. Permanency, for the purposes of this measure, includes reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.	CFSR measure; SDU will report CY 2014-2016.  Reporting for period 23 will start with first half of year, and then be completed for Period 24.  Note: numerator is denominator for the reentry measure.	Denominator: All children under 18 entering Region 14 during the CY period  Numerator: Number of children in the denominator who exited to permanency w/in 12 months of entry	State Data Unit
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

<sup>19</sup> VI.B metrics are currently Attained Outcomes.

*Kenny A. v. Deal*

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data Produced by...
VI.B.25	Placement Within County: At least 90% of all children at a point in time during the reporting period shall be placed in the county from which they were removed or within a 50-mile radius of the home from which they were removed. This measure is subject to the following exceptions: (a) the child's needs are so exceptional that they cannot be met by a family or facility meeting these geographical restrictions, (b) the child is placed through the ICPC consistent with its terms, (c) the child is appropriately placed with relatives, or (d) the child is in an adoptive placement with a prospective adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court.	Changed to rely on SHINES data and to cover full class.	Denominator: All children in placement on the last day of the period  Numerator: Children in the denominator who were either placed in home court, or who were placed within 50 miles of removal	State Data Unit provides list, Kenny A team reviews and develops measure
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	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

*Kenny A. v. Deal*

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data Produced by...
	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.			
<b>VII.G.1</b>	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
<b>VII.G.2</b>	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

## Kenny A. v. Deal

Table A-2

	Outcome	Numerator	Denominator	Metric		
VI.A.1 <sup>20</sup>	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: 30 Fulton: 24 SIU: 22 Perimeter: 48 Total: 124	DeKalb: 30 Fulton: 26 SIU: 22 Perimeter: 52 Total: 130	DeKalb: 100% Fulton: 92% SIU: 100% Perimeter: 92% Total: 95%		
	<i>130 children in care during Period 25 were named as victims in 107 maltreatment investigations; 124 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 30 days of receipt of the report.	DeKalb: 23 Fulton: 23 SIU: 20 Perimeter: 42 Total: 107	DeKalb: 23 Fulton: 23 SIU: 20 Perimeter: 42 Total: 107	DeKalb: 100% Fulton: 100% SIU: 100% Perimeter: 100% Total: 100%		
	<i>107 of the 107 the investigations of maltreatment in which the alleged victims were in care where completed within 45 days of the receipt of the report</i>					
VI.A.3	<b>Re-entry Into Care:</b> 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: 26 Fulton: 20 Total: 46 <i>(six months)</i>	DeKalb: 194 Fulton: 165 Total: 359	DeKalb: 13% Fulton: 12% Total: 13% <i>(six months)</i>		
	<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 year, 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 2016. Of them 301 exited to permanency within one year of entry (by 12/2017) and of them, 58 reentered care within one year of exit so far. This could increase because one full year since exit has not yet been observed. The State Unit Generated historical versions of this metric, as well as what is currently observable for the more recent entry cohorts. That performance is provided below – shaded cells contain incomplete data – not enough time has elapsed to fully observe the performance.</i>					
	<i>These data were generated by the State Data Unit Oct</i>	<i>Entry Year</i>	<i>Perm Exit w/in 1 Year</i>	<i>Reentry w/in 6 Mos.</i>	<i>Reentry win 1 Year</i>	<i>6 Mos.</i>
	2014	627	76	109	12%	17%

<sup>20</sup> The current VI.A measures are the on-going measures.

## Kenny A. v. Deal

	Outcome			Numerator		Denominator		Metric
	2018. For this reason the 2015 data are the most recent complete cohort and are used for this measure.	2015	562	68	95	12%	17%	
		2016	359	46	58	13%	16%	
		2017	304	42	54	14%	18%	
		2018	112	9	9	8%	8%	
VI.A.4	<b>Maltreatment in care:</b> 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: 5 Fulton: 4 Total: 9		DeKalb: 161,968 Fulton: 122,016 Total: 283,984		DeKalb: 3.09 Fulton: 3.28 Total: 3.17
	<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	<b>Search for Relatives:</b> 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: 29 Fulton: 22 Total: 51		DeKalb: 32 Fulton: 28 Total: 60		DeKalb: 91% Fulton: 79% Total: 85%
	<i>60 cases were review (32 from DeKalb and 28 from Fulton). Of the 60, 20 were given credit because language was in the court order, and 14 were placed with relatives. 17 had evidence of diligent search in the file.</i>							
VI.A.6	<b>Permanency:</b> 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: 12 Fulton: 21 Total: 33  (six months)		DeKalb: 228 Fulton: 150 Total: 378		DeKalb: 5% Fulton: 14% Total: 9%  (six months)
	<i>This is a new measure which relies on the CFSR 3 methodology. Because this is 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, for Period 25, we are able to report on performance up until Sept 2018, when we received the data. 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 Mos.</i>	<i>Exits in 12 Mos.</i>	<i>% 6 Mos.</i>
	<i>Data prepared by State Data Unit September 2018.</i>	<i>DeKalb County</i>	2016	225	19	44	8%	20%
			2017	254	46	70	18%	28%
			2018	228	12		5%	
	<i>Fulton County</i>	2016	161	17	35	11%	22%	
		2017	196	31	57	16%	29%	
		2018	150	21		14%		
	<i>Region 14</i>	2016	386	36	79	9%	20%	
		2017	450	77	127	17%	28%	
		2018	378	33		9%		

*Kenny A. v. Deal*

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**Kenny A. v. Deal**

VI.A.7	<p><b>Permanency:</b> 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: 47 Fulton: 28 Total: 75  (six months)	DeKalb: 360 Fulton: 241 Total: 601	DeKalb: 13% Fulton: 12% Total: 12%  (six months)																																																																		
<p><i>This is a new measure which relies on the CFSR 3 methodology. Because this is 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, for Period 25, we are able to report on performance up until Sept 2018, when we received the data. 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>																																																																						
<table border="1"> <thead> <tr> <th colspan="2">In Care 24 + Months</th> <th>In Care 1/1</th> <th>Qualifying Children</th> <th>Exits in 6 Mos.</th> <th>Exits in 12 Mos.</th> <th>% 6 Mos.</th> <th>% 12 Mos.</th> </tr> </thead> <tbody> <tr> <td rowspan="9">Data prepared by State Data Unit Sept 2018</td> <td rowspan="3">DeKalb County</td> <td>2016</td> <td>173</td> <td>24</td> <td>51</td> <td>14%</td> <td>29%</td> </tr> <tr> <td>2017</td> <td>275</td> <td>27</td> <td>60</td> <td>10%</td> <td>22%</td> </tr> <tr> <td>2018</td> <td>360</td> <td>47</td> <td></td> <td>13%</td> <td></td> </tr> <tr> <td rowspan="3">Fulton County</td> <td>2016</td> <td>136</td> <td>21</td> <td>35</td> <td>15%</td> <td>26%</td> </tr> <tr> <td>2017</td> <td>196</td> <td>17</td> <td>43</td> <td>9%</td> <td>22%</td> </tr> <tr> <td>2018</td> <td>241</td> <td>28</td> <td></td> <td>12%</td> <td></td> </tr> <tr> <td rowspan="3">Region 14</td> <td>2016</td> <td>309</td> <td>45</td> <td>86</td> <td>15%</td> <td>28%</td> </tr> <tr> <td>2017</td> <td>471</td> <td>44</td> <td>103</td> <td>9%</td> <td>22%</td> </tr> <tr> <td>2018</td> <td>601</td> <td>75</td> <td></td> <td>12%</td> <td></td> </tr> </tbody> </table>					In Care 24 + Months		In Care 1/1	Qualifying Children	Exits in 6 Mos.	Exits in 12 Mos.	% 6 Mos.	% 12 Mos.	Data prepared by State Data Unit Sept 2018	DeKalb County	2016	173	24	51	14%	29%	2017	275	27	60	10%	22%	2018	360	47		13%		Fulton County	2016	136	21	35	15%	26%	2017	196	17	43	9%	22%	2018	241	28		12%		Region 14	2016	309	45	86	15%	28%	2017	471	44	103	9%	22%	2018	601	75		12%	
In Care 24 + Months		In Care 1/1	Qualifying Children	Exits in 6 Mos.	Exits in 12 Mos.	% 6 Mos.	% 12 Mos.																																																															
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VI.A.8	<p><b>Adoption/Guardianship Finalization:</b> 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: 25 Fulton: 25 Total: 50	DeKalb: 60% Fulton: 60% Total: 60%																																																																		
<p><i>Any exclusions to be noted here.</i></p>																																																																						
VI.A.9	<p><b>Permanency Efforts (15/22):</b> 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: 427 Fulton: 348 Total: 775	DeKalb: 446 Fulton: 357 Total: 803	DeKalb: 96% Fulton: 97% Total: 97%																																																																		
VI.A.10	<p><b>Sibling placement:</b> 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</p>	DeKalb: 67 Fulton: 66 Total: 133	DeKalb: 78 Fulton: 74 Total: 152	DeKalb: 85.9% Fulton: 89.2% Total: 87.5%																																																																		



## Kenny A. v. Deal

	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	<b>Multiple Placement Moves:</b> The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.	DeKalb: Fulton: Total:	DeKalb: Fulton: Total:	DeKalb: 2.41 Fulton: 3.53 Total: 2.91 (Annualized)						
	<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 calendar years. Those figures, along with the prior year rates, are displayed below.</i>									
		<i>Moves per 1,000 Days</i>		<i>Moves in Period</i>		<i>Days in Period</i>				
	Calendar Year	DeKalb	Fulton	Total	DeKalb	Fulton	Total	DeKalb	Fulton	Total
	2015	4.60	8.31	6.14	1,310	1,686	2,996	284,869	203,005	487,874
	2016	3.10	4.99	3.89	966	1,105	2,071	311,486	221,347	532,833
	2017 Actual	<b>2.22</b>	<b>3.87</b>	<b>2.93</b>	699	909	1,608	313,649	234,777	548,426
	2018- Annualized	2.41	3.53	2.91						
VI.A.12	<b>Caseworker Continuity:</b> 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: 833 Fulton: 664 Total: 1,497	DeKalb: 881 Fulton: 678 Total: 1,559	DeKalb: 94.6% Fulton: 97.9% Total: 96.0%						
VI.A.13	<b>Visitation (Worker-Child):</b> 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: 10,115 Fulton: 7,906 Total: 18,021	DeKalb: 10,533 Fulton: 8,010 Total: 18,543	DeKalb: 96% Fulton: 98.7% Total: 97.2%						

**Kenny A. v. Deal**

VI.A.14	<b>Visitation (Parent-Child):</b> At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification	DeKalb: 1,669 Fulton: 1,742 Total: 3,411	DeKalb: 2,031 Fulton: 1,826 Total: 3,857	DeKalb 82.2% Fulton: 95.4% Total: 88.4%
VI.A.15	<b>Visitation (Worker-Caregiver):</b> 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	DeKalb: 5,007 Fulton: 3,942 Total: 8,949	DeKalb: 5,288 Fulton: 4,008 Total: 9,296	DeKalb: 94.7% Fulton: 98.4% Total: 96.3%
VI.A.16	<b>Visitation (Between Siblings):</b> 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: 559 Fulton: 662 Total: 1,221	DeKalb: 685 Fulton: 690 Total: 1,375	DeKalb: 81.6% Fulton: 95.9% Total: 88.8%
VI.A.17	<b>Education:</b> At least 56% of children discharged from foster care at age 18 or older shall have graduated from high school or earned a GED.			
<i>This metric is generated annually in the report covering the period that ends December 31 of each year.</i>				
VI.A.18	<b>Placements Not in Full Approval Status:</b> 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: 4,014	Total: 4,196	Total: 96%
VI.A.19	<b>Six-Month Case Plan Review:</b> 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: 37 Fulton: 30 Total: 67	DeKalb: 40 Fulton: 30 Total: 70	DeKalb: 93% Fulton: 100% Total: 96%
VI.A.20	<b>Permanency Hearing:</b> 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: 30 Fulton: 22 Total: 51	DeKalb: 30 Fulton: 22 Total: 51	DeKalb: 100% Fulton: 100% Total: 100%

**Kenny A. v. Deal**

VI.A.21	<b>Health/Educational Needs.</b> 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: 46 Fulton: 27 Total: 73	DeKalb: 47 Fulton: 32 Total: 79	DeKalb: 98% Fulton: 84% Total: 92%
		Dental Needs	DeKalb: 46 Fulton: 27 Total: 73	DeKalb: 51 Fulton: 30 Total: 81	DeKalb: 90% Fulton: 90% Total: 90%
		Mental Health Needs	DeKalb: 37 Fulton: 16 Total: 53	DeKalb: 40 Fulton: 19 Total: 59	DeKalb: 93% Fulton: 84% Total: 90%
		Education/Developmental Needs	DeKalb: 46 Fulton: 30 Total: 76	DeKalb: 48 Fulton: 32 Total: 80	DeKalb: 96% Fulton: 94% Total: 95%
VI.B. <sup>21</sup> 22	<b>Corporal Punishment:</b> 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  During Period 25, there were 6 cases of alleged corporal punishment, all of which were screened in for a CPS investigation, and none of the cases were substantiated. There were 3 homes in DeKalb County, 1 home in Fulton County, 1 home in Cobb County, and 1 home in Muscogee County.	DeKalb: 20 Fulton: 20 Total: 40	DeKalb: 20 Fulton: 20 Total: 40	DeKalb: 100% Fulton: 100% Total: 100%	
VI.B.23	<b>Timely Discharge to Permanency:</b> 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.  <i>This is a new measure which relies on the CFSR 3 methodology. Spells lasting less than 8 days are dropped so that the numerator can function as the denominator for the reentry metric. This both a 12 month measure AND a longitudinal measure; so it take some time to both observe entries in the most recent 12 and also to report on positive permanency that occurred within 12 months of entry. For that reason – we report the most cohort that is fully observable and additionally, we provide performance to date on the most recently observed entry group. Additionally, the State Data Unit prepared historical data that displays the historical data depicting permanency for enters within one year of their entry. See the table below for those data. The highlighted cells contained censored data – that is the full performance is not observable until 12/31/2018. Gray shaded cells represented the most current data.</i>	DeKalb: 51 Fulton: 61 Total: 112  (six months)	DeKalb: 286 Fulton: 230 Total: 516	DeKalb: 18% Fulton: 27% Total: 22%  (six months)	

<sup>21</sup> VI.B metrics are currently Attained Outcomes.

**Kenny A. v. Deal**

		Admission Year	Entries	Perm w/in 12	Perm to Date	% 12 Mos.	% to Date
Data developed by the State Data Unit, reports on permanency achieved for the most recent three exit cohorts. Stays lasting less than 8 days are dropped in these results.	DeKalb County	2016	507	194	224	38%	44%
		2017	420	157	168	37%	40%
		2018	286	51	51	18%	18%
	Fulton County	2016	366	165	193	45%	53%
		2017	389	147	163	38%	42%
		2018	230	61	61	27%	27%
	Region 14	2016	873	359	417	41%	48%
		2017	809	304	331	38%	41%
		2018	516	112	112	22%	22%
VI.B.24	<b>Adoption Disruptions:</b> No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period			DeKalb: 0 Fulton: 0 Total: 0%	DeKalb: 54 Fulton: 42 Total: 96	DeKalb: 0% Fulton: 0% Total: 0%	
VI.B.25	<b>Placement Within County:</b> At least 90% of all children at a point in time during the reporting period shall be placed in the county from which they were removed or within a 50-mile radius of the home from which they were removed. This measure is subject to the following exceptions: (a) the child's needs are so exceptional that they cannot be met by a family or facility meeting these geographical restrictions, (b) the child is placed through the ICPC consistent with its terms, (c) the child is appropriately placed with relatives, or (d) the child is in an adoptive placement with a prospective adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court.			1,531	1,601	96%	
	<i>As noted above, the methodology for this metric changed. Rather than being evaluated through case review, the Data Unit generated a metric using the entire class of children in placement on the last day of the period. To generate the final metric – they considered who in placement on 6/30/2018 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>						
			<b>Placed</b>	<b>Denominator</b>	<b>Numerator</b>	<b>%</b>	
	Total in Placement on 6/30/2018		<b>1,601</b>	<b>1,601</b>	<b>1,531</b>	<b>96%</b>	
			<b>% of those placed</b>				
Placed in Same County	571	36%	571				
Placed in Different County	1,030	64%					
Different county & exception placement	243	15%	243				
Different county	787	49%					

**Kenny A. v. Deal**

	Diff county & placed w/in 50 miles	680	42%	680		
	Diff county & place greater than 50 miles	107	7%			
	Diff county, > than 50 miles & exempt	37	2%			
	Diff county, > than 50 miles & NOT exempt	70	4%			
VI.B.26	<b>Visitation (Worker-Child):</b> At least 96.25% of the total minimum number of monthly private, in-placement visits between case managers and children during the reporting period shall have taken place. Visits in excess of the required one private visit per month shall be excluded when calculating this percentage.	DeKalb: 4,943 Fulton: 3,640 Total: 8,583	DeKalb: 5,312 Fulton: 3,736 Total: 9,048	DeKalb: 93.05% Fulton: 97.4% Total: 94.86%		
VI.B.27	<b>Court Orders:</b> 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: 37 Total: 87	DeKalb: 51 Fulton: 41 Total: 92	DeKalb: 98% Fulton: 90% Total: 95%		
VI.B.28	<b>Capacity Limits:</b> 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	1	642	0.2%		
VII.G.1	<b>Recurrence of substantiated investigations:</b> 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. (For period 25 – partial data are provided)	DeKalb: 21 Fulton: 46 Total: 67	DeKalb: 564 Fulton: 796 Total: 1,360	DeKalb: 3.72% 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 recurrence rate, but provide the performance to date for 2016 and 2017 substantiated reports. The 2016 are nearly complete; we will report on that rate in the P26 report, and provide updated information for both the 2017 reports and those that are referred in the first half of 2018.</i>						
		<i>Region/County</i>	<i>Report Year</i>	<i>Earliest Subx Report</i>	<i>Recurrence in 12 Mos.</i>	<i>% Recurrence</i>
<i>Data provided by State Data Unit in early November 2018. Because of reporting lag time, both the 2017 and the 2018 figures should be considered censored and incomplete.</i>	<i>DeKalb County</i>		2016	564	21	3.7%
			2017	531	13	2.5%
			2018	314	2	.64%
	<i>Fulton County</i>		2016	796	46	5.8%
			2017	453	13	2.9%
			2018	250	5	2.0%
	<i>Region 14</i>		2016	1,360	67	4.9

**Kenny A. v. Deal**

			2018	984	26	2.6%
			2018	564	7	1.2%
	<b>Substantiated investigation following FSS case.</b> 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. For Period 25 – partial data are provided.			DeKalb: 42 Fulton: 97 Total: 5,262	DeKalb:1,901 Fulton: 3,361 Total: 139	DeKalb: 2.2% Fulton: 2.9% Total: 2.6%
	<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 2016 for whom the full period following referral to FSS could be observed, and report partial data for the subsequent two calendar years.</i>					
VII.G.2	<i>Data provided by State Data Unit in early November 2018. Because of reporting lag time, both the 2017 and the 2018 figures should be considered censored and incomplete.</i>	<i>Region/County</i>	<i>Report Year</i>	<i>Earliest FSS Report</i>	<i>Sub Report in 12 Mos.</i>	<i>% Sub in 12 Mos.</i>
		<i>DeKalb County</i>	2016	1,901	42	2.2%
			2017	2,325	89	3.8%
			2018	1,209	16	1.3%
		<i>Fulton County</i>	2016	3,361	97	2.9%
			2017	3,999	142	3.6%
			2018	1,904	17	.9%
		<i>Region 14</i>	2016	5,262	139	2.6%
			2017	6,324	231	3.7%
2018	3,113		33	1.1%		
	4 X 4 Visitation			DeKalb: 56 Fulton: 38 Total: 94	DeKalb: 120 Fulton: 120 Total: 240	DeKalb: 47% Fulton: 32% Total: 39%

*Kenny A. v. Deal***Table A-3: Case Managers Meeting Caseload Standards in DeKalb County on June 30, 2018**

Case Manager Function	Standard	Active Staff	Staff on Leave	Meeting Caseload Standards		Not Meeting Caseload Standards		Cases Assigned to Supervisors
				Number	%	Number	%	Number
CPS Investigations	12 families	28	0	26	93%	2	7%	9
Family Preservation	17 families	12	0	12	100%	0	0%	5
Permanency Case Manager	15 children	35	0	23	66%	12	34%	0
Specialized Case Manager	12 children	40	0	17	43%	23	57%	2
Adoption Case Manager	16 children	0	0					
Total	12 children	115		78	68%	37	32%	16

These 16 cases were assigned to nine supervisors.

**Table A-4: DeKalb County Supervisory Ratios on June 30, 2018**

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)	13	9	69%	4	31%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	15	9	60%	6	40%

**Kenny A. v. Deal****Table A-5: Case Managers Meeting Caseload Standards in Fulton County on June 30, 2018**

Case Manager Function	Standard	Active Staff	Staff on Leave	Meeting Caseload Standards		Not Meeting Caseload Standards		Cases Assigned to Supervisors
				Number	%	Number	%	Number
CPS Investigations	12 families	29	0	23	80%	6	20%	2
Family Preservation	17 families	7	0	7	100%	0	0%	2
Permanency Case Manager	15 children	20	0	2	10%	18	90%	1
Specialized Case Manager	12 children	22	0	2	9%	20	91%	3
Adoption Case Manager	16 children	0	0					
Total	12 children	78		34	44%	44	56%	8

These 8 cases were assigned to seven supervisors.

**Table A-6: Fulton County Supervisory Ratios on June 30, 2018**

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)	12	7	58%	5	42%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	8	5	63%	3	37%



*Kenny A. v. Deal***Table A-7: Region 14 Caseload Managers Meeting Caseload Standards on June 30, 2018**

Case Manager Function	Standard	Number of Active Staff	Number of Staff on Leave	Meeting Caseload Standards		Not Meeting Caseload Standards		Cases Assigned to Supervisors
				Number	%	Number	%	Number
CPS Investigations	12 families	57		49	86%	8	14%	11
Family Preservation	17 families	19		19	100%	0	0%	7
Permanency Case Manager	15 children	55		25	45%	30	55%	1
Specialized Case Manager	12 children	62		19	31%	43	69%	5
Adoption Case Manager	16 children							
Total	12 children	193		112	58%	81	42%	24

\* 24 cases pending assignment with 16 supervisors  
All adoptions caseloads are included in the other totals and there are 21 adoption workers.

**Table A-8: Region 14 Supervisory Ratios on June 30, 2018**

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)	25	16	64%	9	36%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	23	14	61%	9	39%
Total	48	30	63%	18	37%

*Kenny A. v. Deal*

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## **APPENDIX B – GLOSSARY**

**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.