

Period 26
Monitoring Report

of
The Accountability Agent and Monitoring and Technical Assistance Team

In the Case of

Kenny A. v. Deal

State of Georgia

June 28, 2019

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MONITORING AND TECHNICAL ASSISTANCE TEAM**

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TABLE OF CONTENTS

I. INTRODUCTION 1

II. ROBUST WORKFORCE DEVELOPMENT 3

 CPS CASE MANAGERS 3

 FAMILY PRESERVATION CASE MANAGERS 3

 PERMANENCY CASE MANAGERS 4

 CASE MANAGERS WITH CHILDREN ASSIGNED TO THEM WHO HAVE BEEN IN FOSTER CARE FOR 18 MONTHS OR LONGER 4

 SUPERVISORS 4

 DEKALB COUNTY ON DECEMBER 31, 2018 4

 FULTON COUNTY ON DECEMBER 31, 2018 4

III. CONTEXT AND BACKGROUND..... 5

 CONTEXT FOR UNDERSTANDING PERIOD 26 OUTCOMES 5

 PERIOD 26 PLACEMENT STANDARDS 12

 Discriminatory Placement Practices 12

 Reimbursement Rates 13

 Major Findings 13

 PERIOD 26 OUTCOMES 14

 MAJOR OUTCOME MEASURE FINDINGS 22

APPENDIX A – METRICS UNDER THE MODIFIED EXIT PLAN 28

APPENDIX B – GLOSSARY 55

I. INTRODUCTION

This Period 26 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, MTAT will issue its second Infrastructure Standards brief later in 2019, 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.

The MTAT consistently reports on the same outcomes and Modified Exit Plan standards in each period using a combination of qualitative and quantitative data. In this report, the MTAT's obligation is to report specifically on the measurable requirements articulated in Sections IV, V, and VI of the Modified Exit Plan that relate to activity in Region 14 from July 1 through December 31, 2018. In this report, in addition to discussing the Ongoing and Attained Outcomes Measures, MTAT also continues reviewing the use of congregate care, monitoring the use of hotels and other temporary placements for children in foster care, and reporting caseloads for case managers and supervisors.¹ The next two sections of this report provide that information.

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 also conducts a deep, quality-focused analysis on a handful of Infrastructure Standards in each of the reporting periods. This generally includes 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 enables 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 enables 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.

¹ 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 first brief on the Infrastructure Standards was focused on the comprehensive practice model (Section I), investigations of possible maltreatment in care (Section II), and the case planning process (Section III). After review and discussion with the parties, the brief was finalized and filed with the court on March 20, 2019.

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).

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.

DFCS continues experiencing significant changes in leadership at the state, regional, and local levels. In February 2019, Governor Kemp appointed Mr. Tom Rawlings as the Division Director. He had previously been appointed interim in July 2018 by Governor Deal. In May 2019, Keith Bostick, State Division Deputy Director for Child Welfare, announced his resignation. He has been selected to lead the Santa Cruz, California, child welfare system. Mr. Lon Roberts has been appointed as interim. At the regional level, in May 2019, Ms. Kristin Toliver, the Fulton County Director, was promoted to Regional Director for Region 14. This position had previously been held by James Binnicker, who was simultaneously serving as the District Director. Also, in May 2019, Mr. Kwesi Booker left DFCS, having served as the DeKalb County Director. Mr. Lamar Smith has been appointed as interim Director of DeKalb County. Lamar W. Smith has served as the Well-Being Services Section Director for the Georgia Division of Family and Children Services (DFCS) since August 2013.

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.

II. ROBUST WORKFORCE DEVELOPMENT

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 is in the process of conducting a deeper analysis on the workforce for the second 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.

For the purpose of this report, this chapter is focused solely on caseload standards included in the Modified Consent Decree and Exit Plan Section V.

- ◆ No CPS case manager shall have more than 12 cases.
- ◆ No ongoing case manager shall have more than 17 cases.
- ◆ No placement case manager shall have more than 15 cases.
- ◆ No adoption case manager shall have more than 16 cases.
- ◆ No specialized case manager shall have more than 12 cases.
- ◆ No supervisor shall supervise more than five (5) case managers at any one time in Fulton or DeKalb counties.

For the 165 CPS, family preservation, permanency, and specialized case managers who were active on December 31, 2018, 68 (41 percent) of them were meeting caseload expectations.

On this same date, out of 44 active CPS and permanency supervisors, 39 (89 percent) of them were assigned five or fewer case managers and most of those were CPS supervisors.

CPS Case Managers

For CPS case managers, 73 percent were assigned 12 or fewer families to respond to or investigate reports of maltreatment on December 31, 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.² This was not the case on December 31, 2018 when only 63 percent of these case managers met the standard.

² See *Period 24 Final Data Report Kenny A. v. Deal*.

Permanency Case Managers

For many years, permanency case managers were consistently meeting or exceeding a caseload expectation of 15 or fewer cases; however, this began to shift in 2015.³ Only 32 percent of all permanency case managers were meeting caseload expectations on December 31, 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, 2016.⁴ 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.⁵ On December 31, 2018, the percentage of case managers meeting this expectation had declined to 13 percent.

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 64 percent of DeKalb supervisors and 60 percent of Fulton supervisors had five or fewer case managers to supervise. Yet on December 31, 2018, 93 percent of DeKalb supervisors and 82 percent of Fulton supervisors had five or fewer case managers to supervise.

The increased number of supervisors who are meeting the supervisory ratios for this period is encouraging. MTAT will continue to monitor supervisory ratios, since maintaining adequate supervisory capacity is critical to establishing a robust workforce.

DeKalb County on December 31, 2018

Caseloads for 52 percent of the case managers in DeKalb County on December 31, 2018 were too high and exceeded agreed-upon limits. This was especially true for case managers serving children in foster care. It should be noted that almost all Family Preservation case managers (91 percent) were assigned caseloads that met agreed-upon standards. See Appendix A, *Table 3 and Table 4* for more information.

Fulton County on December 31, 2018

On this same date, Fulton County had a higher percentage of case managers exceeding caseload expectations, with 68 percent of the case managers exceeding caseload expectations. See Appendix A, *Table 5 and Table 6* for more information.

³ See *Period 24 Final Data Report Kenny A. v. Deal*.

⁴ See *Period 24 Final Data Report Kenny A. v. Deal*.

⁵ 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.

III. CONTEXT AND BACKGROUND

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.

Context for Understanding Period 26 Outcomes

The next section provides an overview of case flow dynamics in Region 14 during the most recent four years. These data provide useful context for interpreting outcomes associated with the July through December 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, details below present some basic information about the flow of children and youth entering placement in Region 14 during 2018, and relative to the prior three calendar years.

The number of children and youth entering care by county, by age at entry, and by first placement type are shown in this section. An analysis is also provided of children who entered care and exited care quickly (short stayers). This analysis includes the proportion of children and youth who enter care and stay for less than one month, and how that proportion has been shifting over time, as total entries in the region decline (except for a 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 the end of 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 2018, and it includes placement spells of any duration.

Table 1: Children Entering Foster Care in Region 14

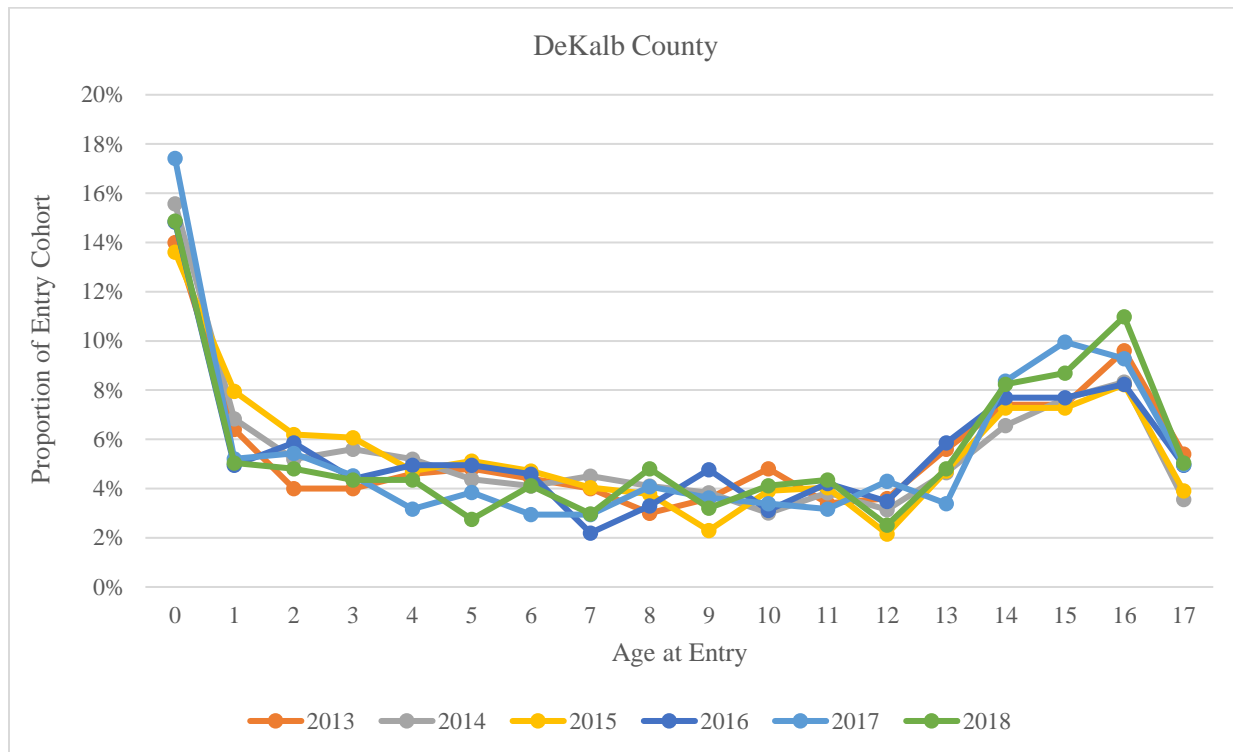
Age at Entry	Region				DeKalb				Fulton				Trends 2015-2018		
	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018	Total	DeKalb	Fulton
Total	1350	1010	900	832	742	546	442	437	608	464	458	395			
Under 1	195	152	159	130	101	81	77	65	94	71	82	65			
1 to 5 Years	377	241	213	189	223	137	98	93	154	104	115	96			
6 to 12 Years	326	248	227	215	185	140	108	114	141	108	119	101			
13 to 17 Years	452	369	301	298	233	188	159	165	219	181	142	133			
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			
Under 1	14%	15%	18%	16%	14%	15%	17%	15%	15%	15%	18%	16%			
1 to 5 Years	28%	24%	24%	23%	30%	25%	22%	21%	25%	22%	25%	24%			
6 to 12 Years	24%	25%	25%	26%	25%	26%	24%	26%	23%	23%	26%	26%			
13 to 17 Years	33%	37%	33%	36%	31%	34%	36%	38%	36%	39%	31%	34%			

Source: Data derived from Child Spell File, developed by Chapin Hall with SHINES data transferred to Chapin Hall in February 2019. File censor date is December 31, 2018.

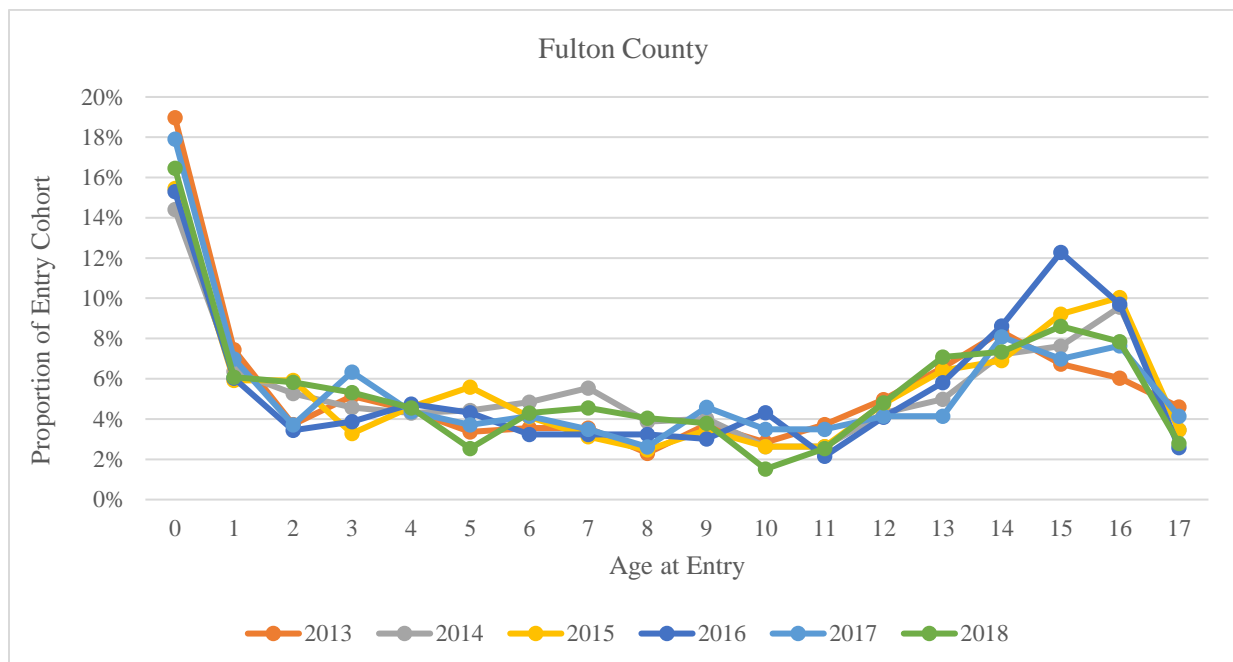
As in Period 25, there was a decrease in the proportion of children who entered as infants and an increase in the proportion who entered as teenagers. The sparkline (trendlines above) shows the steady decrease in counts overall from 2015 to 2017 and a stabilization from 2017 to 2018, although within age groups there are some different patterns observable in the separate counties. In Fulton, the proportion of children entering custody aged zero to 12 has stayed relatively constant, with the proportion of older youth increasing, after a decline in earlier years. In DeKalb, the proportion of children entering custody under age one and aged six to 12 years has remained relatively constant, while the proportion of children aged one to five has decreased and aged 13-17 have increased.

Figure 1 below provides an additional view of the distribution of the 2018 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 downward trend 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 in 2017, to just over 14 percent for 2018. Similarly, youth 14 and older make up the next greatest proportion of enterers – between five and 11 percent in 2018, slightly more from the prior entry year.

Figure 1: DeKalb and Fulton Entries by Age

For Fulton County, the patterns are slightly different: Infants are the largest proportion of the entry group at just over 16 percent, slightly lower than in 2017 which was 18 percent. However, there is a smaller bump for the older children (14 years of age and older) than in DeKalb County, with this population representing less than 9 percent of each year's entry cohort.



Source: Data derived from Child Spell File, developed by Chapin Hall with SHINES data transferred to Chapin Hall in February 2019. File censor date is December 31, 2018.

Kenny A. v. Deal

The next set of tables shows the placement type for children and youth at the time of entry. Seventy-three percent of children coming into care in Region 14 in 2018 were first placed in family settings, with 45 percent being first placed in foster homes and just under 28 percent being placed in a kinship setting. The remaining 28 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 Care⁶

First Placement Type	Total				DeKalb				Fulton			
	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018
Total	1350	1010	900	832	742	546	442	437	608	464	458	395
Foster	628	423	401	374	361	229	196	180	267	194	205	194
Relative	314	261	247	232	175	147	122	132	139	114	125	100
Congregate	175	156	156	155	101	79	74	88	74	77	82	67
Other	233	170	96	71	105	91	50	37	128	79	46	34
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Foster	47%	42%	45%	45%	49%	42%	44%	41%	44%	42%	45%	49%
Relative	23%	26%	27%	28%	24%	27%	28%	30%	23%	25%	27%	25%
Congregate	13%	15%	17%	19%	14%	14%	17%	20%	12%	17%	18%	17%
Other	17%	17%	11%	9%	14%	17%	11%	8%	21%	17%	10%	9%

Source: Data derived from Child Spell File, developed by Chapin Hall with SHINES data transferred to Chapin Hall in February 2019. File censor date is December 31, 2018.

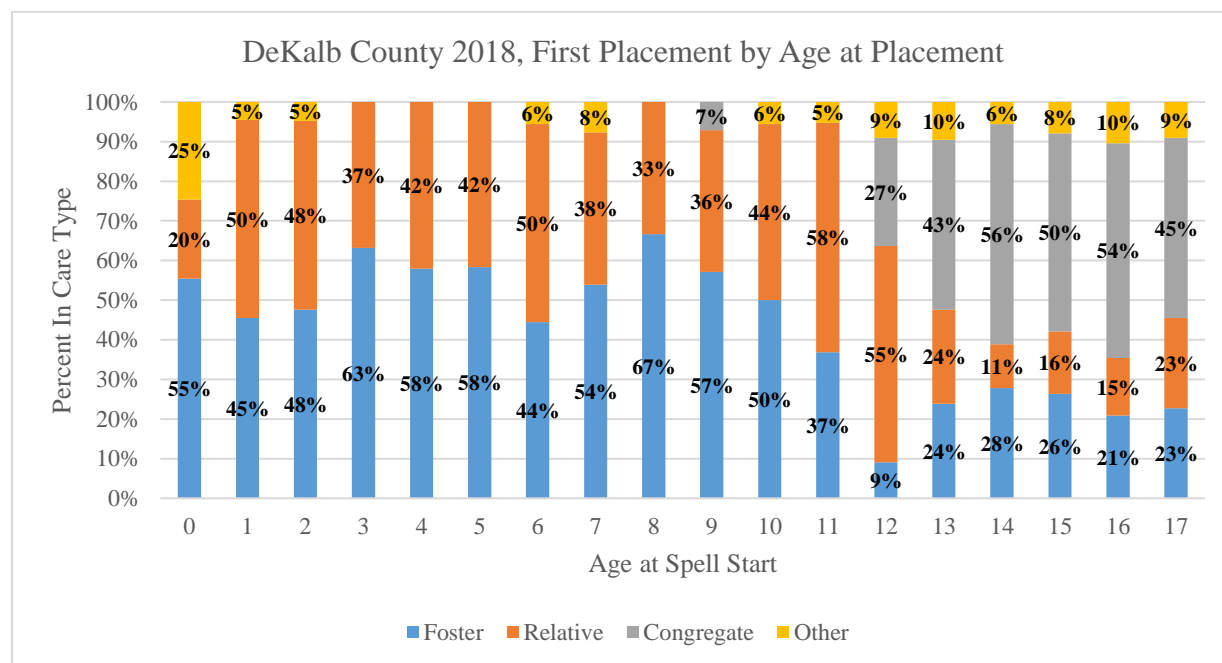
These patterns are by and large consistent with prior years, and between the two counties, with some slight differences. For both counties, there has been a slight decreased reliance on ‘other’ settings, which are generally temporary short-term placements or hospital placements, which is encouraging. In addition, children initially placed in family settings in both counties remains above 70 percent, with more of an increase in Fulton County than DeKalb County over the last four years. DeKalb County has seen a greater increase in the proportion of children initially placed in relative settings over the last four years compared to Fulton County, while Fulton County has seen a greater increase in the proportion of children initially placed in foster family settings. DeKalb County did experience a slight increase in the proportion of children initially placed in congregate care in 2018.

The two bar graphs look more closely at the 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, which can impact percentages greatly. 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.

⁶ Please note: these numbers are rounded, so may slightly exceed 100%

Kenny A. v. Deal**Table 3: First Placement Type, by Age at Placement, CY 2018**

CY 2018 Entries, First Placement Type by Age at Spell Start																			
County/Plc Type	Total	Age at Spell Start																	
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
DeKalb County																			
Total	437	65	22	21	19	19	12	18	13	21	14	18	19	11	21	36	38	48	22
Foster	180	36	10	10	12	11	7	8	7	14	8	9	7	1	5	10	10	10	5
Relative	132	13	11	10	7	8	5	9	5	7	5	8	11	6	5	4	6	7	5
Congregate	88	0	0	0	0	0	0	0	0	0	1	0	0	3	9	20	19	26	10
Other	37	16	1	1	0	0	0	1	1	0	0	1	1	1	2	2	3	5	2
Fulton County																			
Total	395	65	24	23	21	18	10	17	18	16	15	6	10	19	28	29	34	31	11
Foster	194	28	19	17	15	13	6	13	13	8	9	6	6	7	4	9	8	9	4
Relative	100	23	5	5	6	3	4	3	5	8	6	0	3	6	4	7	6	4	2
Congregate	67	0	0	0	0	0	0	0	0	0	0	0	0	5	16	10	17	15	4
Other	34	14	0	1	0	2	0	1	0	0	0	0	1	1	4	3	3	3	1

Figure 2: DeKalb First Placement Type by Age

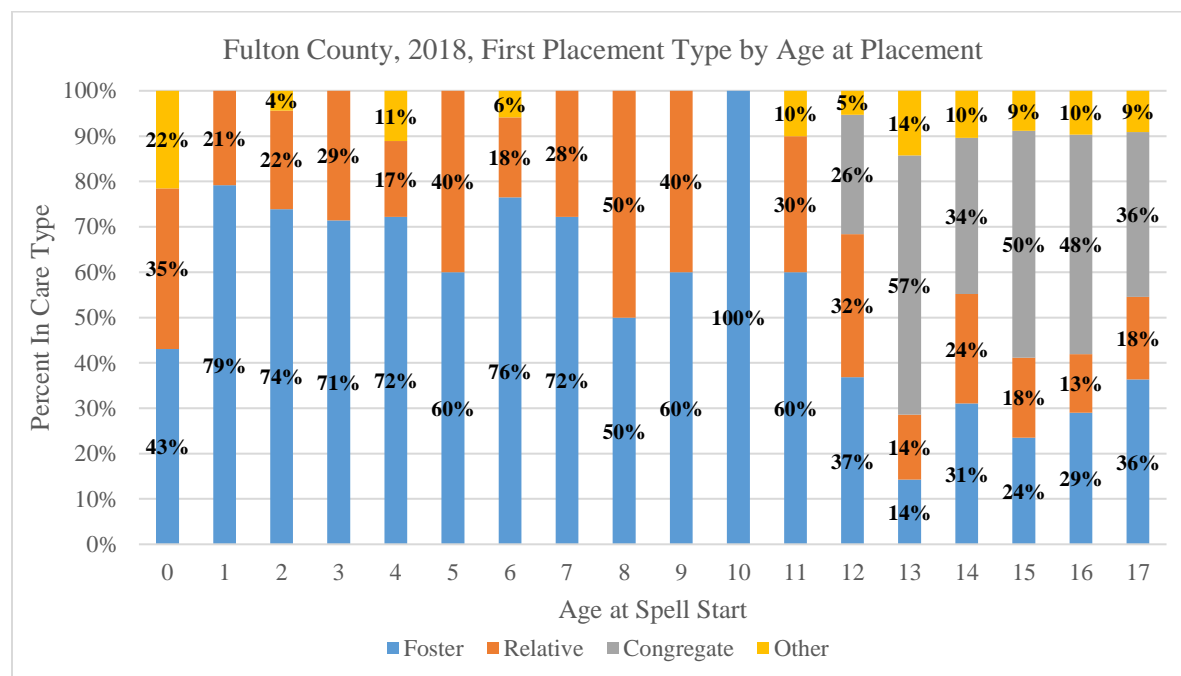
Source: Data derived from Child Spell File, developed by Chapin Hall with SHINES data transferred to Chapin Hall in February 2019. File censor date is December 31, 2018.

In DeKalb County, the most frequent first placement type was foster homes (blue bar) for most children entering placement between the ages of zero and 10. The 25 percent of infants placed in “other” settings are primarily associated with hospital removals. About 20 percent of entering infants were placed in a relative home (orange bar). For children aged one year to age 12, there was a wide range in the reliance on relative homes for first placement – 58 percent of 11-year-olds to 33 percent of eight-year-olds were placed with family members or fictive kin. 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 56 percent for 14-year-olds – and exceeding 50 percent for most other teenagers.

except for 17-year-olds, of whom 45 percent were placed in a congregate setting and 13-year-olds, of whom 43 percent were placed in a congregate setting.

For Fulton, the patterns indicate some variation. Just over one-third of infants were placed with a relative or fictive kin, 22 percent 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 100 percent of ten-year-olds entering custody. The proportion of relative placements were less common than in DeKalb (with some variation) in the children 12 and younger, reaching as high as the first placement for half of eight-year-olds and as low as none for 10-year-olds. But for children over 12 at placement, relative care decreased in likelihood as the first placement type.

Figure 3: Fulton First Placement Type by Age



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. It is important to note that the 2018 data is partially censored, as not enough time has passed to observe activity, however, it does give a good indication of where the region may be heading. *Table 4* below indicates that the proportion of children entering care in Region 14 who stay in care less than 31 days has increased slightly from about 20 percent in 2017 to 22 percent in 2018, with a greater increase observed in Fulton (24 to 28 percent) than DeKalb (15 to 16 percent). *Table 4* also shows that most children experiencing these short spells are school-aged: 72 percent of DeKalb and 64 percent of Fulton “short stayers” are school aged.

Of note is the proportion of “short stayer” children who have re-entered within a year of exiting to permanency, especially in light of the fact that the 2018 data is partially censored, as a year has not passed since some of these short stayers have exited. While in DeKalb, the reentry rate

Kenny A. v. Deal

was only 7 percent for “short-stayers” in 2018, the reentry rate in Fulton is already 16 percent, on par with 2017 data which is not partially censored.

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

Placement	Total				DeKalb				Fulton			
	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018
Total Entries	1350	1010	900	832	742	546	442	437	608	464	458	395
GE 31 Days	993	757	722	652	568	441	375	368	425	316	347	284
LT 31 Days	357	253	178	180	174	105	67	69	183	148	111	111
Among those with spells of LT 31 days ...												
School Aged or older	249	180	124	121	127	80	56	50	122	100	68	71
Permanent Exits	338	238	171	140	164	100	64	43	174	138	107	97
Reentered within 1 Yr	58	43	37	23	30	17	18	5	28	26	19	18
% All Entries	26%	25%	20%	22%	23%	19%	15%	16%	30%	32%	24%	28%
% School Aged at Entry	70%	71%	70%	67%	73%	76%	84%	72%	67%	68%	61%	64%
% Exiting to Permanency	95%	94%	96%	78%	94%	95%	96%	62%	95%	93%	96%	87%
% Reentering (of all short stayers)	16%	17%	21%	13%	17%	16%	27%	7%	15%	18%	17%	16%
% Reentering (of short stayers w/perm ex)	17%	18%	22%	16%	18%	17%	28%	12%	16%	19%	18%	19%

Source: Data derived from Child Spell File, developed by Chapin Hall with SHINES data transferred to Chapin Hall in February 2019. File censor date is December 31, 2018.

Note: Shaded data are partially censored - that at the time the file was developed, not enough time had passed to observe activity for a month (or a year) for all enterers.

On the other end of the spectrum from children who exit custody quickly (less than 31 days), MTAT also analyzes in general at how long it is taking for children in Region 14 to exit custody.

Table 5: Children Exiting to Permanency, inclusive of Short Stayers

Region 14	All Entries	In Six Months	w/In 1 Year	in 18 Months	in 2 Years	in 3 Years	in 4 + Years
2013	1064	52%	65%	71%	75%	82%	87%
2014	1454	53%	62%	68%	72%	77%	83%
2015	1350	45%	55%	62%	66%	76%	80%
2016	1010	42%	51%	57%	61%	66%	
2017	900	39%	48%	54%	56%		
2018	832	32%	33%				
DeKalb	All Entries	In Six Months	w/In 1 Year	in 18 Months	in 2 Years	in 3 Years	in 4 + Years
2013	500	45%	59%	67%	71%	78%	86%
2014	732	47%	57%	63%	68%	74%	81%
2015	742	41%	54%	64%	67%	77%	81%
2016	546	37%	46%	53%	56%	61%	
2017	442	36%	46%	52%	54%		
2018	437	26%	29%				
Fulton	All Entries	In Six Months	w/In 1 Year	in 18 Months	in 2 Years	in 3 Years	in 4 + Years
2013	564	57%	70%	75%	80%	85%	88%
2014	722	59%	68%	73%	75%	80%	86%
2015	608	49%	57%	60%	65%	75%	78%
2016	464	47%	56%	61%	67%	72%	
2017	458	43%	50%	56%	58%		
2018	395	38%	39%				

Source: Data derived from Child Spell File, developed by Chapin Hall with SHINES data transferred to Chapin Hall in February 2019. File censor date is December 31, 2018.

Note: Shaded data are partially censored - that at the time the file was developed, not enough time had passed to observe activity for all children exiting based on their year of entry

What is clear from this table is that while less children are entering custody in recent years, particularly in Fulton, achieving permanency timely has also declined. Otherwise stated, it is

now taking longer for children to achieve permanency in Region 14. This has significant implications on outcome requirements delineated in the Modified Exit Plan, and directly impacts staffing and the workforce. It is important to note that this table includes the ‘short stayers,’ or children who achieved permanency within 31 days, which would may drive an increase in the permanency rates.

Some interesting differences can be observed when comparing Fulton and DeKalb counties. Not factoring in the partially censored data, a greater proportion of children are achieving permanency within one year of entry in Fulton County, but then a slightly greater proportion of children are achieving permanency within 18 months and two years in DeKalb County. In the last available non-partially censored year, 43 percent of children who entered in 2017 achieved permanency within six months and 50 percent within 12 months in Fulton compared to 36 percent and 46 percent, respectively in DeKalb. However, for children who entered in 2015, 64 percent achieved permanency in 18 months and 67 percent achieved permanency in two years in DeKalb, compared to 60 percent and 65 percent respectively in Fulton. This suggests Fulton is making a greater push for permanency in the first year, but then efforts may slow or be hampered in subsequent years.

Period 26 Placement Standards

The need for appropriate placements for all children who enter foster care or have a placement disruption is paramount. The state has continued to limit the use of 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:

“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.”

As reported in the Period 25 Report, the State Office of Provider Management (OPM) and State Well-Being Services Section have agreed to add additional questions to its monitoring tool and additional measures to enhance feedback related to LGBTQ policies and practices. MTAT will be evaluating information that has been gathered from this monitoring tool and other data for the second brief on the Infrastructure Standards.

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 July 2018, the foster care per diems for DFCS foster homes and private provider foster homes were equalized at \$25.27, \$27.26, and \$29.65 respectively. MTAT will continue monitoring these rates and report in more detail on these in the third brief on the Infrastructure Standards.

The major findings regarding placements during Period 26 are presented below.

Major Findings

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

Region 14 has eliminated the regular use of hotels as a placement resource. No child from DeKalb or Fulton counties was placed in a hotel during Period 26. During the past two-and-a-half 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. Region 14 continues its efforts to limit the amount of time a child spends in a DFCS office, especially during overnight hours. The development of a revised office stay log, including documentation that truly depicts a child's experience with office stays, has improved the state's ability to monitor this process.

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 26, there were no youth who had office stays of more than 23 hours in a county DFCS office. Overall there were 45 separate instances of office stays in the Region (DeKalb – 20, Fulton – 25). Of the 45 cases, 20 involved disrupted placements, 18 were children experiencing their first removal, and seven involved children who re-entered care. Documentation for cases with the longest office stays (19.5, 14.5 and 14 hours) during this period indicated that the disruptive behavior of each youth and the lack of behavioral aides contributed greatly to the youths' extended stays in the offices. The more extensive documentation in the revised office stay logs should assist leadership in identifying root causes for lengthy office stays, thus providing them with the information needed to implement more effective strategies to reduce these occurrences.

3. Region 14 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 July 1 and December 31, 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 26, of youth in care or who entered foster care in the period, 30 children and youth were placed in hospitals to meet their physical health needs and eight 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 26, out of the 1,950 children who were in foster care at the beginning of the period or entered during the period, there were two children (one each in Dekalb and Fulton) 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 year 2018, only 15 of 855 (1.75 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 and now to 1.75 percent in CY2018.

Period 26 Outcomes

Tables 6 and 7 below list each Ongoing and Attained Outcomes for Period 26, along with the most current observed performance. The outcome shaded in green indicates a measure that is eligible to move to the attained category. 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 Modified Consent Decree, and then describes the method for producing that metric. Then there is a technical document that provides the

Kenny A. v. Deal

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.

Table 6: Period 26 Ongoing Outcome Measures

Ongoing Outcome Measures	Period 25 Performance Region 14	Period 26 Performance DeKalb	Period 26 Performance Fulton	Period 26 Performance Region 14
Outcome 1: Commencement of CPS Investigations Concerning Foster Children: At least 95% of all investigations of reports of abuse or neglect of foster children shall be commenced, including timely face-to-face private contact with the alleged victim, in accordance with Section 2106 of the Social Services Manual, within 24 hours of receipt of the report.	95%	91.7%	100%	96.2%⁷
Outcome 3: Re-entry into Care: Of all children who enter foster care in a 12-month period who were discharged within 12 months from foster care to reunification (including aftercare), living with a relative, or guardianship no more than 8.3% shall have re-entered care within 12 months from the date of discharge. Children who were in foster care for less than eight days are not counted in this measure.	13%⁸	17.9%	16.9%	17.4%
Outcome 5: Search for Relatives: At least 95% of all foster children entering care shall have had a diligent search for parents and relatives undertaken and documented within 60 days of entering foster care.	85%	97%	96%	97%
Outcome 6: At least 43.6% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months shall be discharged from foster care to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.	9%⁹	17.3%	29.6%	22.3%
Outcome 7: At least 30.3% of all children in foster care on the first day of a 12-month period who	12%¹⁰	31.8%	30.4%	31.27%

⁷ Three children were excluded from the numerator and denominator for Outcome 1. Two children were on runaway during the response time, and one child was deceased upon the investigator arriving at the hospital. From the first draft that was originally submitted, the following additions were made: One child was determined to have met the requirement for Outcome 1 based on a re-assessment, and two children were removed from the numerator and denominator due to being tied to investigation id's that were not reviewed by the review team

⁸ This is the sixth month performance on an annual measure.

⁹ This is the sixth month performance on an annual measure.

¹⁰ This is the sixth month performance on an annual measure.

Kenny A. v. Deal

Ongoing Outcome Measures	Period 25 Performance Region 14	Period 26 Performance DeKalb	Period 26 Performance Fulton	Period 26 Performance Region 14
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.				
Outcome 8: Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80% will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.	60%	42%	96%	69%
Outcome 14: Visitation (Parent-Child): At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification.	88.4%	81.3%	84%	82.5%
Outcome 16: Visitation (Between Siblings): Children who have one or more siblings in custody with whom they are not placed shall be provided a visit with their siblings at least one time each month, unless the visit is harmful to one or more of the siblings, the sibling is placed out of state in compliance with ICPC, or the distance between the children's placements is more than 50 miles and the child is placed with a relative. At least 90% of the total minimum number of required monthly sibling group visits shall have taken place during the reporting period. Visits among siblings in excess of the required one visit per month shall be excluded when calculating this percentage.	89%	79.8%	73.7%	77.3%
Outcome 17: Education: At least 56% of children discharged from foster care at age 18 or older shall have graduated from high school or earned a GED.	50% (Period 24)	45%	43%	44%¹¹
Outcome 18: Placements Not in Full Approval Status: At least 98% of all foster placements serving class member children shall be in full approval and/or licensure status. In computing this percentage, each placement shall be weighted by the approved and/or licensed capacity of that placement. (72% of relative placements were in full approval.)	95%			97.8%
Outcome 21: Health and Educational Needs: Of children in care at a point in time at the end of the				

¹¹ This measure is reported on an annual basis.

Kenny A. v. Deal

Ongoing Outcome Measures	Period 25 Performance Region 14	Period 26 Performance DeKalb	Period 26 Performance Fulton	Period 26 Performance Region 14
reporting period, according to the service needs documented in the child's most recent case plan:				
Outcome 21a: At least 92% shall not have any unaddressed medical needs	92%	93%	95%	94% ¹²
Outcome 21b: At least 92% shall not have any unaddressed dental needs	90%	86%	89%	88%
Outcome 21c: At least 92% shall not have any unaddressed mental health needs	90%	79%	96%	87%
Outcome 26: Visitation (Worker-Child): At least 96.25% of the total minimum number of monthly <i>private</i> , 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.	94.86%	93.25%	95.85%	94.37%
Outcome 27: Court Orders: At least 95% of foster children in custody at a point in time during the reporting period shall have all applicable language in court orders necessary to assess qualification for federal funding under Title IV-E of the Social Security Act.	95%	96%	90%	93%

¹² This marks the third period that the state has exceeded the required threshold. MTAT recommends that it be moved to the attained category.

Table 7: Period 25 Attained Outcome Measures

Attained Outcome Measures	Period 25 Performance Region 14	Period 26 Performance DeKalb	Period 26 Performance Fulton	Period 26 Performance Region 14
Outcome 2: Completion of CPS Investigations Concerning Foster Children: At least 95% of all investigations of reported abuse or neglect of foster children shall be completed, in accordance with Section 2106 of the Social Services Manual, within 30 days of receipt of the report.	100%	100%	95.6%	97.9% ¹³
Outcome 4: Maltreatment in Care: Of all children in foster care during the reporting period, the rate of victimization shall be no more than 8.50 victims per 100,000 days.	3.17	3.64	4.95	4.19
Outcome 9: Permanency Efforts (15/22): At least 95% of all foster children who reached the point of being in custody for 15 of the prior 22 months shall have had either (a) a petition for the termination of parental rights filed as to both parents or legal caregivers as applicable, or (b) documented compelling reasons in the child's case record why termination of parental rights should not be filed.	97%	95%	96%	95%
Outcome 10: Sibling Placement: At least 80% of all children who entered foster care during the reporting period along with one or more siblings shall be placed with all of their siblings, subject to the following exceptions: (a) doing so is harmful to one or more of the siblings, (b) one or more of the siblings has exceptional needs that can only be met in a specialized program or facility, (c) the size of the sibling group makes such placement impractical notwithstanding diligent efforts to place the group together; or (d) the siblings are placed with relatives.	87.5%	95.1%	100%	97.6%
Outcome 11: Multiple Placement Moves: The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.	2.91	2.5	3.59	2.97
Outcome 12: Caseworker Continuity: At least 90% of all children in custody at a point in time during the reporting period shall have had 2 or fewer DFCS placement case managers during the prior 12 months in custody. This measure shall not apply to cases that are transferred to an adoption	96%	92.2%	94.4%	93.1%

¹³ The two children on runaway that were excluded from Outcome 1 were included in the numerator and denominator for Outcome 2, as well as the two children whose investigations were not reviewed by the review team. In addition, to be consistent with the precedent set in P8, the investigation involving the child death, while excluded from Outcome 1 was included in Outcome 2.

Kenny A. v. Deal

Attained Outcome Measures	Period 25 Performance Region 14	Period 26 Performance DeKalb	Period 26 Performance Fulton	Period 26 Performance Region 14
case manager; case managers who have died, been terminated, promoted, or transferred to another county; or case managers who have covered a case during another case manager's sick or maternity leave				
Outcome 13: Visitation (Worker-Child): At least 96.25% of the total minimum number of one in-placement visit per month and one additional private visit per month between case managers and children during the reporting period shall have taken place. Visits in excess of this required minimum of one in-placement and one private visit per month shall be excluded when calculating this percentage.	97.2%	96.15%	97.67%	96.8%
Outcome 15: Visitation (Worker-Caregiver): DFCS placement case managers shall visit each child's foster parent, group care setting, or other caregiver setting at least one time each month. At least 95% of the total minimum number of required monthly visits by placement case managers to caregivers during the reporting period shall have taken place. Visits to any caregiver with respect to the same child in excess of the required one visit per month shall be excluded when calculating this percentage	96.3%	95%	97.1%	95.9%
Outcome 19: Six-Month Case Plan Review: At least 95% of foster children in custody for six months or more shall have either had their six-month case plan review completed by the Juvenile Court within six months of their prior case plan review, or DFCS shall have submitted the child's six-month case plan to the Juvenile Court and filed a motion requesting a six-month case plan review within 45 days of the expiration of the six-month period following the last review.	96%	100%	89%	94%
Outcome 20: Permanency Hearing: At least 95% of foster children in custody for 12 or more months shall have either had a permanency hearing held by the Juvenile Court within 12 months of the time the child entered foster care or had his or her last permanency hearing, or DFCS shall have submitted the documents required by the Juvenile Court for and requested a permanency hearing within 45 days of the expiration of the 12-month period following the time the child entered foster care or had his or her last permanency hearing.	100%	100%	100%	100%

Kenny A. v. Deal

Attained Outcome Measures	Period 25 Performance Region 14	Period 26 Performance DeKalb	Period 26 Performance Fulton	Period 26 Performance Region 14
Outcome 21d: At least 92% shall not have any unaddressed education/development needs.	95%	98%	89%	94%
Outcome 22: Corporal Punishment: At least 98% of all foster homes will not have an incident of corporal punishment (any physical punishment of a child that inflicts pain) within the previous 12 months.	100%	100%	100%	100%
Outcome 23: Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least 40.5% shall be discharged to permanency within 12 months of entering foster care. Permanency, for the purposes of this measure, includes reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.	38% ¹⁴	36.9%	36.4%	36.7%
Outcome 24: Adoption Disruptions: No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period.	0%	0%	0%	0%
Outcome 25: Placement Within County: At least 90% of all children at a point in time during the reporting period shall be placed in the county from which they were removed or within a 50-mile radius of the home from which they were removed. This measure is subject to the following exceptions: (a) the child's needs are so exceptional that they cannot be met by a family or facility meeting these geographical restrictions, (b) the child is placed through the ICPC consistent with its terms, (c) the child is appropriately placed with relatives, or (d) the child is in an adoptive placement with a prospective adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court.	96%			99%
Outcome 28: Capacity Limits: No more than 10% of all foster home placements serving class member children at any time during the reporting period shall exceed the following capacity limits: (a) no placement shall result in more than three foster children in a foster home, or a total of six 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 three children under the age of three in a foster	.2%			.8%

¹⁴ This is the sixth month performance on an annual measure.

Kenny A. v. Deal

Attained Outcome Measures	Period 25 Performance Region 14	Period 26 Performance DeKalb	Period 26 Performance Fulton	Period 26 Performance Region 14
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.				
Other Consent Decree Requirements				
4x4 Visitation.	37%	33%	18%	26%
(VI.G.1) Recurrence of Maltreatment.	4.9%	1%	2.7%	1.8%
(VI.G.2) Number of children who were victims of a second substantiated investigation within 12 months of FSS case.	2.1%	3.9%	3.8%	3.8%

Major Outcome Measure Findings**1. The region continues to struggle with children re-entering care. The rate of children re-entering care is over twice the required threshold.**

The Modified Exit Plan requires that 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 percent** shall have re-entered care within 12 months from the date of discharge. This is a new measure which relies on the CFSR 3 Reentry methodology. Because that method requires observing children enter, stay at least eight days, exit to permanency within one year, and then re-enter from that exit within one year – it is necessary to refer to prior entry cohorts in order to generate the metric. During Period 26, 17.4 percent of youth that entered care in CY 2016 and were discharged in CY 2017, re-entered care in CY 2018.

Since this is a new and annual measure, the only period to compare it to is Period 24, which had 16.9 percent of the children re-enter. The high re-entry rate results in increased caseloads for caseworkers, thus degrading the quality of services for children and families. Therefore, the State's permanency initiatives should focus on why children are re-entering and subsequently what strategies can be implemented to reduce this rate.

2. Visitation continues to improve 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 and engagement between parent and child and siblings.

Case managers in both counties continue to visit children and caregivers consistently (97 percent in DeKalb and 96 percent in Fulton) and these measures were moved to the attained category after Period 25.

Unfortunately, required monthly private, in-placement visits between case managers and children (Outcome 26) again fell below the threshold to 94.4 percent, just shy of the 96.25 percent requirement. Additionally, the state's performance regarding visitation between siblings (Outcome 16) decreased drastically from 89 percent in Period 25 to 77.3 percent in Period 26. This is very concerning given that authentic engagement and maintaining family connections is critical to moving cases to permanency.

Visitation also assists in stabilizing placements. Both counties continue failing to adhere to state-wide policy with a regional performance of 26 percent for the four visits in the first four weeks of a new placement. This is a decrease from the low performance of 37 percent in Period 25.

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.

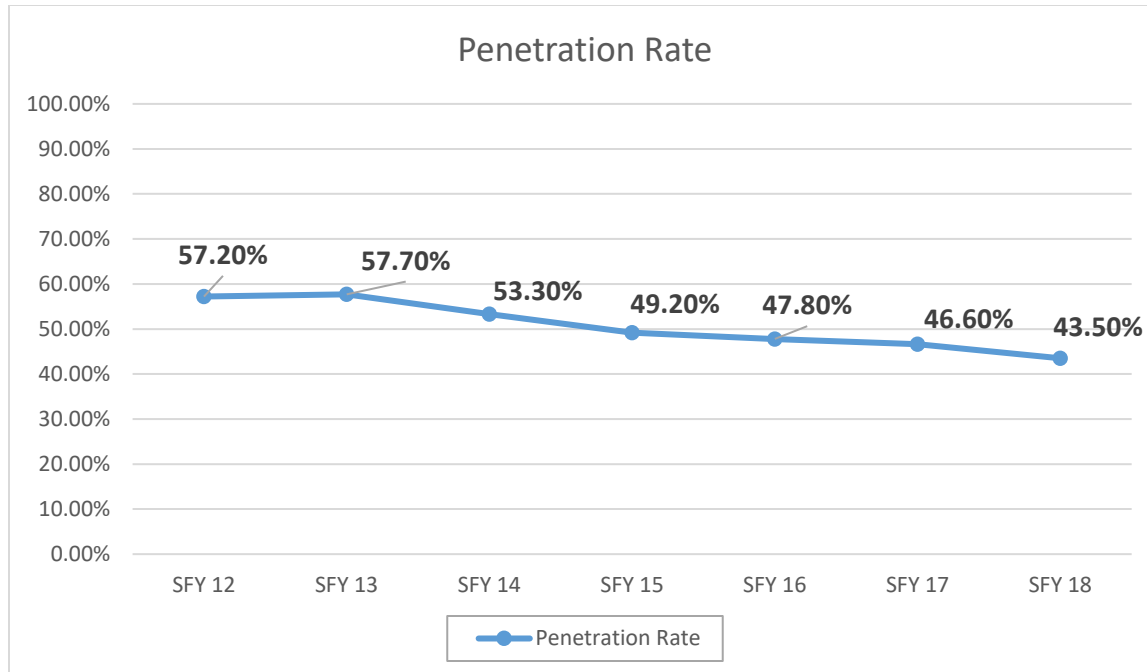
After three consecutive reporting period in which DFCS, working with the court system, has exceeded the consent decree requirements of 95 percent of children in foster care having six-month case reviews, the performance during Period 26 fell below the threshold requirement to 94 percent. This outcome measure was moved to the attained category following Period 25. MTAT will monitor this closely during Period 27. Another court process requires at least 95 percent of children in foster care to have permanency hearings within 12 months of entering care. Fulton and DeKalb continue exceeding this requirement for 100 percent of children.

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 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 the missing orders.

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 expressed 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 Period 26, the state was able to locate 93% of the required court orders, however as indicated above, this was after an exhaustive search by state staff.

In addition to the file review, MTAT also requested the state's penetration rate data. The state provided the following information.

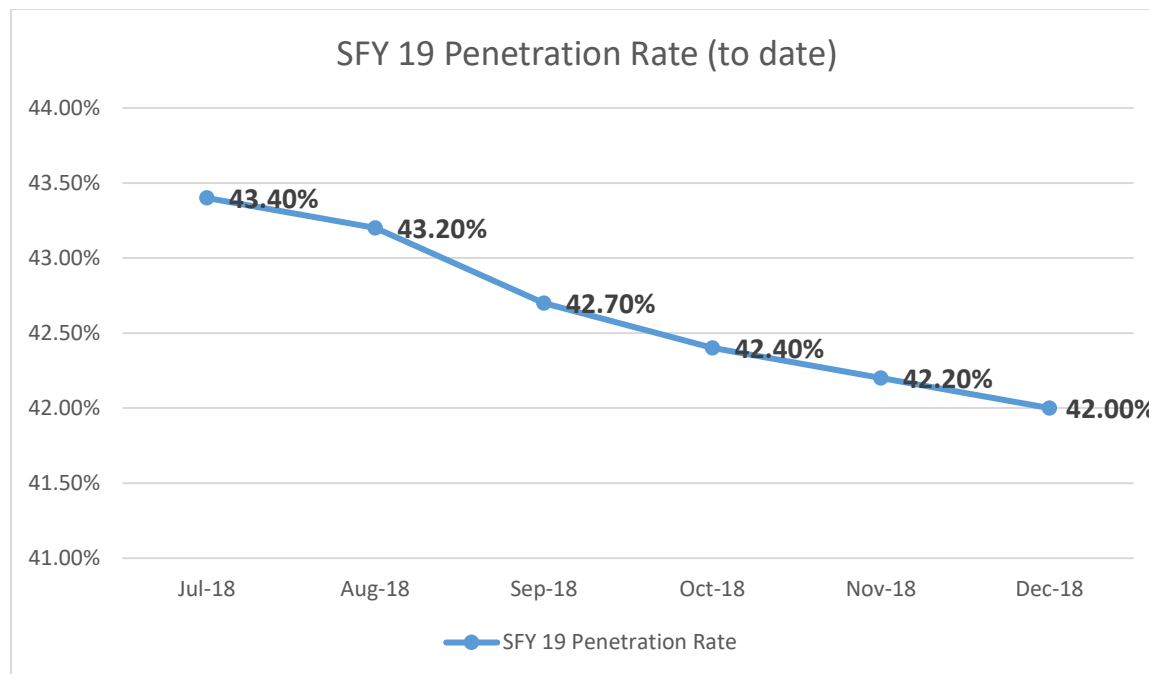
Kenny A. v. Deal

When asked why the state-wide penetration rate for IV-E federal reimbursement has been steadily declining since 2013, there are several reasons cited consistently over this period of time including:

- ◆ Lack of deprivation; and
- ◆ Earned income and unearned income are AFDC-Relatedness criteria and cannot be addressed or changed by the agency.

However, over the past several years, in addition to these reasons, the state indicated that “*Initial Court Order Never Received*” has emerged as a possible factor for the steady decline in IV-E reimbursements. In SFY 2009, only 1.43 percent of the denials for IV-E were related to this reason. It stayed below 5 percent until 2014 when it reached 6 percent. 2015 was 7.62 percent, 2016 was 13.62 percent, and 2017 was 20.24 percent.

This downward trend has continued into SFY 2019.



The overall penetration rate thus far during FY 2019 (July through January) is 17.65 percent. While the penetration rate data is for the entire state, it may also be reflected in missing court order challenges in Fulton and DeKalb.

4. Timelines to permanency continued to decline in the period except for those children in who had been in foster care for over two years.

Under the Modified Consent Decree and Exit plan, the region 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). Since these are annual measures, Period 24 would be the most recent comparison. The region continues to struggle with Outcome Measure 6 (threshold 43.6 percent) with their performance decreasing from 28.2 percent (P24) to 22.3 percent (P26). The region also did not meet the threshold (40.5 percent) for Outcome Measure 23 (37 percent). This measure is an Attained Outcome and the region met this measure during Period 24, so MTAT will monitor this closely over the next two periods to determine if this measure should remain in the attained category. The region, for the first time under the Modified Consent Decree, exceeded the threshold (30.3 percent) for Outcome Measure 7 (31.3 percent). MTAT recommends that the region examine current strategies to promote timely permanency and the extent to which these are having the desired impact.

Recent feedback from supervisors in both counties indicates that changes are needed in the case planning process when children are in foster care. Supervisors believe that there are multiple, redundant staffings that, although intended to promote permanency for children, are disconnected from a family-driven case planning process. Oftentimes, the persons making decisions about families are paid professionals rather than family members and on occasion these decisions are not aligned because of the these are being made by different professionals and

varying junctures in the case planning process. Almost all the supervisors believe that the families should to be present so that they can reunify with their family.¹⁵

5. The counties have increased their efforts in initially searching for relatives.

Outcome Measure 5 evaluates the counties' diligent search efforts for parents and relatives undertaken and documented within 60 days of entering foster care. The threshold standard for this measure is 95 percent. The state's performance drastically increased from 85 percent in Period 25 to 97 percent in Period 26. Of note, 21 out of the 60 children (35 percent) in the sample were initially placed with relatives/kin within the first 60 days in care. The increased focus on placing children with relatives/kin is encouraging and is vital to increasing permanency outcomes. Not only should the state conduct diligent searches within the first 60 days, but DFCS policy requires continued search for relatives/kin throughout the life of the case.

For children who are not immediately placed with relatives, the process to approve relative/fictive kin placements is much slower. To complicate this further, in May 2019, Governor Kemp signed Senate Bill 167 in law. The bill outlines the procedure that DFCS must now follow when searching for a placement home for a foster child. The bill also states that "if the court finds that the child has been living in a stable home environment with his or her current caregivers for the past 12 months and that removal of the child from such caregivers would be detrimental to the child's emotional well-being, the court may presume that continuation of the child's placement with his or her current caregivers is in the child's best interests." While the implementation of this new law is an unknown factor, the long-term negative implications of severing a child from his/her biological nuclear and extended family are well-researched. MTAT will conduct interviews with Juvenile Court Judges in Fulton and DeKalb about the impact of this new law during future reporting periods.

6. The counties met or exceeded the standard regarding medical, and educational/developmental needs of children. Both counties fell short in meeting identified dental needs; and Dekalb fell well short of meeting mental health needs.

The required threshold for all health and educational/developmental needs is 92 percent. This is the first report in which educational/developmental needs was categorized as an Attained Outcome and the region continued to exceed the threshold (94 percent). Additionally, for medical needs, the region has met or exceeded the threshold for three consecutive periods; thus, MTAT is recommending that this measure be categorized as an Attained Outcome beginning in Period 27. Unfortunately, performance in addressing dental needs (88 percent) and mental health needs (87 percent) remains below the threshold. Dekalb particularly struggled with these two measures, especially with addressing mental health needs (79 percent). With the increased number of children that need mental health services, the region should quickly identify and address the barriers to assessing quality mental health care for youth. MTAT will provide an in-depth analysis regarding health and education needs in the second Infrastructure Brief.

¹⁵ Kenny A. Practice Workgroup meeting minutes from the Region 13 and 14 Leadership and CPS/Foster Care Supervisors Symposium on April 25, 2019.

7. The region declined in the percentage of children discharged from foster care at age 18 or older who graduated from high school or earned a GED.

The state has put forth numerous efforts toward meeting the educational needs of youth in foster care. The previous State Director Bobby Cagle developed Project Graduate in connection with his fellowship with the Annie E. Casey Foundation. As a result, a partnership was formed with the Multi-Agency Alliance for Children (MAAC) to provide case management for a cohort of high school students. The program reported a nearly 80 percent success rate in youth graduating from high school or earning a GED. However, in DeKalb and Fulton Counties, the percentage of youth meeting the requirements under the Modified Consent Decree and Exit Plan decreased from 50 percent reported in Period 24 to 44 percent reported in Period 26. The state and counties are currently developing greater strategy alignment to learn from the MAAC partnership.

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 26 performance data.

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

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 only1 week. -measure 1 in placement visit for all in first week -measure 4 for all the placement for 4 weeks	Number of new placements with 1 visit in 1 wk; 4 in 4 wks.	State Data Unit supplies list; Kenny A team reviews performance
V.A	CPS caseloads – no more than 12 cases	No Change	Generated weekly as part of CAP reports after getting data from each county	State Data Unit & Kenny A. Team
V.B	Family Preservation and Family Support caseloads– no more than 17	No change Weights are applied to produce equivalence for caseworkers with mixed caseloads	Counts of Caseworkers, by program at end of period	
V.C	Placement caseloads – no more than 15		Counts of cases assigned to verified case managers	
V.D	Adoption caseloads – no more than 16			
V.E	Specialized caseloads - no more than 12			
V.F	Supervisor – no more than 5 CM			
VI.A.1 ¹⁶	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

¹⁶ 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 specialized program or facility, (c) the size of the	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...
	sibling group makes such placement impractical notwithstanding diligent efforts to place the group together; or (d) the siblings are placed with relative.			
VI.A.11	Multiple Placement Moves: The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.	CFSR 3 measure Adjusted standard to reflect history of in care and admits SDU will report CY 2014-2016. Children in care less than eight days are dropped.	Denominator: All days by children who were served during the period. Numerator: All moves excluding DJJ, respite, jail, AWOL, hospitals	State Data Unit
VI.A.12	Caseworker Continuity: At least 90% of all children in custody at a point in time during the reporting period shall have had two 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
VI.A.13	Visitation (Worker-Child): At least 96.25% of the total minimum number of one in-placement visit per month and one additional private visit per month between case managers and children during the reporting period shall have taken place. Visits in excess of this required minimum of one in-placement and one private visit per month shall be excluded when calculating this percentage.	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance

Kenny A. v. Deal

Table A-1

Sec	Standard/Outcome	Notes	Measurement Method	Data Produced by...
VI.A.14	Visitation (Parent-Child): At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.A.15	Visitation (Worker-Caregiver): DFCS placement case managers shall visit each child's foster parent, group care setting, or other caregiver setting at 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
VI.A.16	Visitation (Between Siblings): Children who have one or more siblings in custody with whom they are not placed shall be provided a visit with their siblings at least one time each month, unless the visit is harmful to one or more of the siblings, the sibling is placed out of state in compliance with ICPC, or the distance between the children's placements is more than 50 miles and the child is placed with a relative. At least 90% of the total minimum number of required monthly sibling group visits shall have taken place during the reporting period. Visits among siblings in excess of the required one visit per month shall be excluded when calculating this percentage.	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.A.17	Education: At least 56% of children discharged from foster care at age 18 or older shall have graduated from high 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		
VI.A.18	Placements Not in Full Approval Status: At least 98% of all foster placements serving class member children shall be in full approval and/or licensure status. In computing this percentage, each placement shall be weighted by the approved and/or licensed capacity of that placement.	No change in method Only include children who have been in unapproved home for 30 days Break out by relative, public, and private foster homes	Denominator: placements with child at end of period Numerator: number of placements fully approved	State Data Unit provides list, Kenny A team reviews and develops measure
VI.A.19	Six-Month Case Plan Review: At least 95% of foster children in custody for six months or more shall have either had their six-month case plan review completed by the Juvenile Court within six months of their prior case plan review, or DFCS shall have submitted the child's six-month case plan to the Juvenile Court and filed a motion requesting a six-month case plan review within 45 days of the expiration of the six-month period following the last review	No Change	Denominator: Numerator:	Kenny A Team, including case review team
VI.A.20	Permanency Hearing: At least 95% of foster children in custody for twelve or more months shall have either had a permanency hearing held by the Juvenile Court within 12 months of the time the child entered foster care or had his or her last permanency hearing, or DFCS shall have submitted the 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.¹⁷22	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

¹⁷ 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.			
VII.G.1	Of children in each county during prior two reporting periods who experienced substantiated maltreatment, the number who were victims of a second substantiated maltreatment report during the following 12 months.	Use earliest report and first subsequent report following.	Denominator: Number of children who had substantiated report during the prior year Numerator: Number of children in the denominator who were subjects of a substantiated report within 12months of the first report	State Data Unit
VII.G.2	Of cases that were referred to FSS, the number and percent for which there was a subsequent substantiated referral w/in 11-365 days of the FSS referral.	FSS can mean any alternative to opening a CPS case or removal.	Denominator: Number of children referred to FSS in a prior 12 month period Numerator: Number of those who had substantiated report w/in 11-365 days of the referral	State Data Unit

Kenny A. v. Deal**Table A-2**

	Outcome	Numerator	Denominator	Metric
VI.A.1 ¹⁸	At least 95% of all investigations of reports of abuse or neglect of foster children shall be commenced, including timely face-to-face private contact with the alleged victim, in accordance with Section 2106 of the Social Services Manual, within 24 hours of receipt of the report.	DeKalb: 22 Fulton: 32 SIU: 8 Perimeter: 38 Total: 100	DeKalb: 24 Fulton: 32 SIU: 8 Perimeter: 40 Total: 104	DeKalb: 91.7% Fulton: 100% SIU: 100% Perimeter: 95% Total: 96.2%
	106 children in care during Period 26 were named as victims in 95 maltreatment investigations; 99 of those children had private contact CPS investigators within 24 hours of the receipt of the report. Three children were removed from numerator and denominator. Two were on runaway during the response time, and one child was deceased upon arrival at the hospital. From the first draft that was originally submitted, the following additions were made: One child was determined to have met the requirement for Outcome 1 based on a re-assessment, and two children were removed from the numerator and denominator due to being tied to investigation id's that were not reviewed by the 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 45 days of receipt of the report.	DeKalb: 25 Fulton: 26 SIU: 9 Perimeter: 34 Total: 92	DeKalb: 26 Fulton: 26 SIU: 9 Perimeter: 35 Total: 94	DeKalb: 96.2% Fulton: 100% SIU: 100% Perimeter: 97.1% Total: 97.9%
	92 of the 94 the investigations of maltreatment in which the alleged victims were in care where completed within 45 days of the receipt of the report. ¹⁹			
VI.A.3	Re-entry Into Care: Of all children who enter foster care in a 12-month period who were discharged within 12 months from foster care to reunification (including aftercare), living with a relative, or guardianship no more than 8.3% shall have re-entered care within 12 months from the date of discharge.	DeKalb: 38 Fulton: 29 Total: 67	DeKalb: 212 Fulton: 172 Total: 384	DeKalb: 17.9% Fulton: 16.9% Total: 17.4%
	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			

¹⁸ The current VI.A measures are the ongoing measures.¹⁹ The two children on runaway that were excluded from Outcome 1 were included in the numerator and denominator for Outcome 2. In addition, to be consistent with the precedent set in P8, the investigation involving the child death, while excluded from Outcome 1 was included in Outcome 2. One investigation was excluded, as the labeled victim child in the investigation is not a class child.

Kenny A. v. Deal

	Outcome		Numerator		Denominator		Metric	
	of this metric, as well as what is currently observable for the more recent entry cohorts. That performance is provided below – shaded cells contain incomplete data – not enough time has elapsed to fully observe the performance.							
	These data were generated by the State Data Unit Oct 2018. For this reason the 2015 data are the most recent complete cohort and are used for this measure.	Entry Year	Perm Exit w/in 1 Year	Reentry w/in 6 Mos.	Reentry win 1 Year	6 Mos.	12 Mos.	
		2014	627	76	109	12%	17%	
		2015	562	68	95	12%	17%	
		2016	384	47	67	12%	17%	
		2017	335	44	65	13%	19%	
		2018	228	19	25	8%	11%	
VI.A.4	Maltreatment in care: Of all children in foster care during the reporting period, the rate of victimization shall be no more than 8.50 victims per 100,000 days.			DeKalb: 6 Fulton: 6 Total: 12		DeKalb: 164,847 Fulton: 121,270 Total: 286,117		DeKalb: 3.64 Fulton: 4.95 Total: 4.19
	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.							
VI.A.5	Search for Relatives: At least 95% of all foster children entering care shall have had a diligent search for parents and relatives undertaken and documented within 60 days of entering foster care.			DeKalb: 33 Fulton: 25 Total: 58		DeKalb: 34 Fulton: 26 Total: 60		DeKalb: 97% Fulton: 96% Total: 97%
	60 cases were reviewed (32 from DeKalb and 28 from Fulton). Of the 60, 25 were given credit because language was in the court order, and 21were placed with relatives, 12 had evidence of diligent search in the file.							

Kenny A. v. Deal

	Outcome			Numerator		Denominator		Metric	
VI.A.6	Permanency: At least 43.6% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months shall be discharged from foster care to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.			DeKalb: 39		DeKalb: 225		DeKalb: 17.3%	
				Fulton: 45		Fulton: 152		Fulton: 29.6%	
				Total: 84		Total: 377		Total: 22.3%	
	<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>								
	In Care between 12-23 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 September 2018.	DeKalb County	2016	225	19	44	8%	20%	
			2017	254	46	70	18%	28%	
			2018	225	12	39	5%		
		Fulton County	2016	161	17	35	11%	22%	
			2017	196	31	57	16%	29%	
			2018	152	21	45	14%		
		Region 14	2016	386	36	79	9%	20%	
			2017	450	77	127	17%	28%	
			2018	377	33	84	9%		

Kenny A. v. Deal

VI.A.7	Permanency: At least 30.3% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more shall be discharged to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.				DeKalb: 114 Fulton: 73 Total: 187	DeKalb: 358 Fulton: 240 Total: 598	DeKalb: 31.8% Fulton: 30.4% Total: 31.3%	
	<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 24 + 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>% 12 Mos.</i>
	<i>Data prepared by State Data Unit Sept 2018</i>	<i>DeKalb County</i>	<i>2016</i>	<i>173</i>	<i>24</i>	<i>51</i>	<i>14%</i>	<i>29%</i>
<i>2017</i>			<i>275</i>	<i>27</i>	<i>60</i>	<i>10%</i>	<i>22%</i>	
<i>2018</i>			<i>360</i>	<i>47</i>		<i>13%</i>		
<i>Fulton County</i>		<i>2016</i>	<i>136</i>	<i>21</i>	<i>35</i>	<i>15%</i>	<i>26%</i>	
		<i>2017</i>	<i>196</i>	<i>17</i>	<i>43</i>	<i>9%</i>	<i>22%</i>	
		<i>2018</i>	<i>241</i>	<i>28</i>		<i>12%</i>		
<i>Region 14</i>		<i>2016</i>	<i>309</i>	<i>45</i>	<i>86</i>	<i>15%</i>	<i>28%</i>	
		<i>2017</i>	<i>471</i>	<i>44</i>	<i>103</i>	<i>9%</i>	<i>22%</i>	
		<i>2018</i>	<i>601</i>	<i>75</i>		<i>12%</i>		
VI.A.8	Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80% will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.				DeKalb: 10 Fulton: 23 Total: 33	DeKalb: 24 Fulton: 24 Total: 48	DeKalb: 42% Fulton: 96% Total: 69%	
	<i>Any exclusions to be noted here.</i>							

Kenny A. v. Deal

VI.A.9	Permanency Efforts (15/22): At least 95% of all foster children who reached the point of being in custody for 15 of the prior 22 months shall have had either (a) a petition for the termination of parental rights filed as to both parents or legal caregivers as applicable, or (b) documented compelling reasons in the child’s case record why termination of parental rights should not be filed.			DeKalb: 431 Fulton: 334 Total: 765	DeKalb: 455 Fulton: 348 Total: 803	DeKalb: 95% Fulton: 96% Total: 95%				
VI.A.10	Sibling placement: At least 80% of all children who entered foster care during the reporting period along with one or more siblings shall be placed with all of their siblings, subject to the following exceptions: (a) doing so is harmful to one or more of the siblings, (b) one or more of the siblings has exceptional needs that can only be met in a specialized program or facility, (c) the size of the sibling group makes such placement impractical notwithstanding diligent efforts to place the group together; or (d) the siblings are placed with relative.			DeKalb: 78 Fulton: 83 Total: 161	DeKalb: 82 Fulton: 83 Total: 165	DeKalb: 95.1% Fulton: 100% Total: 97.6%				
VI.A.11	Multiple Placement Moves: The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.			DeKalb: 811 Fulton: 866 Total: 1677	DeKalb: 324277 Fulton: 241118 Total: 565395	DeKalb: 2.50 Fulton: 3.59 Total: 2.97 (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>										
		Moves per 1,000 Days		Moves in Period			Days in Period			
Calendar Year		DeKalb	Fulton	Total	DeKalb	Fulton	Total	DeKalb	Fulton	Total

Kenny A. v. Deal

	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	2.22	3.87	2.93	699	909	1,608	313,649	234,777	548,426
	2018- Annualized	2.41	3.53	2.91						
VI.A.12	Caseworker Continuity: At least 90% of all children in custody at a point in time during the reporting period shall have had 2 or fewer DFCS placement case managers during the prior 12 months in custody. This measure shall not apply to cases that are transferred to an adoption case manager; case managers who have died, been terminated, promoted, or transferred to another county; or case managers who have covered a case during another case manager's sick or maternity leave.					DeKalb: 805 Fulton: 595 Total: 1400	DeKalb: 873 Fulton: 630 Total: 1503	DeKalb: 92.2% Fulton: 94.4% Total: 93.1%		
VI.A.13	Visitation (Worker-Child): At least 96.25% of the total minimum number of one in-placement visit per month and one additional private visit per month between case managers and children during the reporting period shall have taken place. Visits in excess of this required minimum of one in-placement and one private visit per month shall be excluded when calculating this percentage.					DeKalb: 9,982 Fulton: 7,586 Total: 17,568	DeKalb: 10,382 Fulton: 7,767 Total: 18,149	DeKalb: 96.2% Fulton: 97.7% Total: 96.8%		
VI.A.14	Visitation (Parent-Child): At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification					DeKalb: 1,519 Fulton: 1,342 Total: 2,861	DeKalb: 1,868 Fulton: 1,598 Total: 3,466	DeKalb: 81.3% Fulton: 84.0% Total: 82.5%		
VI.A.15	Visitation (Worker-Caregiver): DFCS placement case managers shall visit each child's foster parent, group care setting, or other caregiver setting at least one time each month. At least 95% of the total minimum number of required monthly visits by placement case 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: 4,972 Fulton: 3,780 Total: 8,752	DeKalb: 5,235 Fulton: 3,891 Total: 9,126	DeKalb: 95.0% Fulton: 97.1% Total: 95.9%		

Kenny A. v. Deal

	Visitation (Between Siblings): Children who have one or more siblings in custody with whom they are not placed shall be provided a visit with their siblings at least one time each month, unless the visit is harmful to one or more of the siblings, the sibling is placed out of state in compliance with ICPC, or the distance between the children's placements is more than 50 miles and the child is placed with a relative. At least 90% of the total minimum number of required monthly sibling group visits shall have taken place during the reporting period. Visits among siblings in excess of the required one visit per month shall be excluded when calculating this percentage.	DeKalb: 604 Fulton: 396 Total: 1,000	DeKalb: 757 Fulton: 537 Total: 1,294	DeKalb: 79.8% Fulton: 73.7% Total: 77.3%
	Education: At least 56% of children discharged from foster care at age 18 or older shall have graduated from high school or earned a GED.	DeKalb: 22 Fulton: 23 Total: 45	DeKalb: 49 Fulton: 54 Total: 103	DeKalb: 45% Fulton: 43% Total: 44%
	<i>This metric is generated annually in the report covering the period that ends December 31 of each year.</i>			
VI.A.18	Placements Not in Full Approval Status: At least 98% of all foster placements serving class member children shall be in full approval and/or licensure status. In computing this percentage, each placement shall be weighted by the approved and/or licensed capacity of that placement.	Total: 4017	Total: 4108	Total: 97.8%
VI.A.19	Six-Month Case Plan Review: At least 95% of foster children in custody for six months or more shall have either had their six-month case plan review completed by the Juvenile Court within six months of their prior case plan review, or DFCS shall have submitted the child's six-month case plan to the Juvenile Court and filed a motion requesting a six-month case plan review within 45 days of the expiration of the six-month period following the last review.	DeKalb: 33 Fulton: 34 Total: 67	DeKalb: 33 Fulton: 38 Total: 70	DeKalb: 100% Fulton: 89% Total: 94%
VI.A.20	Permanency Hearing: At least 95% of foster children in custody for twelve or more months shall have either had a permanency hearing held by the Juvenile Court within 12 months of the time the child entered foster care or had his or her last permanency hearing, or DFCS shall have submitted the documents required by the Juvenile Court for and requested a permanency hearing within 45 days of the expiration of the 12-month period following the time the child entered foster care or had his or her last permanency hearing.	DeKalb: 31 Fulton: 24 Total: 55	DeKalb: 31 Fulton: 24 Total: 55	DeKalb: 100% Fulton: 100% Total: 100%

Kenny A. v. Deal

VI.A.21	Health/Educational Needs. Of children in care at a point in time at end of reporting period, 92 percent shall have met each need documented in most recent plan: Medical, Dental, Mental Health, Educational.		See Below		
		Medical Needs	DeKalb: 40 Fulton: 35 Total: 75	DeKalb: 43 Fulton: 37 Total: 80	DeKalb: 93% Fulton: 95% Total: 94%
		Dental Needs	DeKalb: 37 Fulton: 33 Total: 70	DeKalb: 43 Fulton: 37 Total: 80	DeKalb: 86% Fulton: 89% Total: 88%
		Mental Health Needs	DeKalb: 26 Fulton: 26 Total: 52	DeKalb: 33 Fulton: 27 Total: 60	DeKalb: 79% Fulton: 96% Total: 87%
		Education/Developmental Needs	DeKalb: 42 Fulton: 33 Total: 75	DeKalb: 43 Fulton: 37 Total: 80	DeKalb: 98% Fulton: 89% Total: 94%
VI.B. ²⁰ 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 During Period 26, there were 1 case of alleged corporal punishment (Neighbor to Family) which was screened in for a CPS investigation, however the case was not substantiated.		DeKalb: 20 Fulton: 20 Total: 40	DeKalb: 20 Fulton: 20 Total: 40	DeKalb: 100% Fulton: 100% Total: 100%
VI.B.23	Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least 40.5% shall be discharged to permanency within 12 months of entering		DeKalb: 153 Fulton: 141	DeKalb: 415 Fulton: 387	DeKalb: 36.9% Fulton: 36.4%

²⁰ VI.B metrics are currently Attained Outcomes.

Kenny A. v. Deal

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.		Total: 294		Total: 802		Total: 36.7%	
<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>							
		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	493	179	253	36.3%	51.3%
		2017	415	153	191	36.9%	46.0%
		2018	423	117	117	27.7%	27.7%
	Fulton County	2016	365	146	222	40.0%	60.8%
		2017	387	141	178	36.4%	46.0%
		2018	329	95	95	28.9%	28.9%
	Region 14	2016	858	325	475	37.9%	55.4%
		2017	802	294	369	36.7%	46.0%
		2018	752	212	212	28.2%	28.2%
VI.B.24	Adoption Disruptions: No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period			DeKalb: 0 Fulton: 0 Total: 0%	DeKalb: 55 Fulton: 36 Total: 91	DeKalb: 0% Fulton: 0% Total: 0%	

Kenny A. v. Deal

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.				1521	1524	100%
	<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>						
		Placed	Denominator	Numerator	%		
	Total in Placement on 6/30/2018	1524	1524	1521	100%		
			% of those placed				
	Placed in Same County	566	37%	566			
	Placed in Different County	958	63%				
	Different county & exception placement	54	4%	54			
	Different county	904	59%				
	Diff county & placed w/in 50 miles	815	53%	815			
	Diff county & place greater than 50 miles	89	6%				
	Diff county, > than 50 miles & exempt	86	6%				
	Diff county, > than 50 miles & NOT exempt	3	0%				

Kenny A. v. Deal

VI.B.26	Visitation (Worker-Child): At least 96.25% of the total minimum number of monthly private, in-placement visits between case managers and children during the reporting period shall have taken place. Visits in excess of the required one private visit per month shall be excluded when calculating this percentage.	DeKalb: 4,907 Fulton: 3,785 Total: 8,692	DeKalb: 5,262 Fulton: 3,949 Total: 9,211	DeKalb: 93.3% Fulton: 95.9% Total: 94.4%		
VI.B.27	Court Orders: At least 95% of foster children in custody at a point in time during the reporting period shall have all applicable language in court orders necessary to assess qualification for federal funding under Title IV-E of the Social Security Act.	DeKalb: 50 Fulton: 36 Total: 86	DeKalb: 52 Fulton: 40 Total: 92	DeKalb: 96% Fulton: 90% Total: 93%		
VI.B.28	Capacity Limits: No more than 10% of all foster home placements serving class member children at any time during the reporting period shall exceed the following capacity limits: (a) no placement shall result in more than 3 foster children in a foster home, or a total of 6 children in the home, including the foster family's biological and/or adopted children, without the written approval of the County Director, and (b) no placement will result in more than 3 children under the age of 3 in a foster home. The only exception to these capacity limits shall be the placement of a sibling group in a foster	4	504	0.8%		
VII.G.1	Recurrence of substantiated investigations: Of children in each county during prior two reporting periods who experienced substantiated maltreatment, the number who were victims of a second substantiated maltreatment report during the following 12 months.	DeKalb: 3 Fulton: 7 Total: 10	DeKalb: 301 Fulton: 258 Total: 559	DeKalb: 1% Fulton: 2.7% Total: 1.8%		
<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</i>		<i>DeKalb County</i>	2016	564	21	3.7%
			2017	531	13	2.5%
			2018	314	2	.64%

Kenny A. v. Deal

	<i>figures should be considered censored and incomplete.</i>	Fulton County	2016	796	46	5.8%
			2017	453	13	2.9%
			2018	250	5	2.0%
		Region 14	2016	1,360	67	4.9
			2018	984	26	2.6%
			2018	564	7	1.2%
		VII.G.2	Substantiated investigation following FSS case. Of cases that were referred to FSS, the number and percent for which there was a subsequent substantiated referral w/in 11-365 days of the FSS referral. For Period 25 – partial data are provided.			DeKalb: 91 Fulton: 150 Total: 241
<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>						
<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>	Region/County		Report Year	Earliest FSS Report	Sub Report in 12 Mos.	% Sub in 12 Mos.
	DeKalb County		2016	1,901	42	2.2%
			2017	2,325	89	3.8%
			2018	1,209	16	1.3%
	Fulton County		2016	3,361	97	2.9%
			2017	3,999	142	3.6%
			2018	1,904	17	.9%
	Region 14		2016	5,262	139	2.6%
2017		6,324	231	3.7%		

Kenny A. v. Deal

			2018	3,113	33	1.1%
	4 X 4 Visitation			DeKalb: 40 Fulton: 22 Total: 62	DeKalb: 120 Fulton: 120 Total: 240	DeKalb: 33% Fulton: 18% Total: 26%

Table A-3: Case Managers Meeting Caseload Standards in DeKalb County on December 31, 2018

Case Manager Function	Caseload Cap: Number of cases (families and children)			Actual Performance				
		Number of Active Staff on 12/31/18	Number of Active, On-leave Staff on 12/31/18	Meeting Caps on Assigned Caseload		Not Meeting Cap On Assigned Caseload		Cases Assigned to Workers On Leave/ Supervisors
				Number	%	Number	%	Number
CPS Investigations	12 families	26	0	20	77%	6	23%	38
Family Preservation	17 families	11	0	10	91%	1	9%	2
Permanency Case Manager	15 children	23	0	8	35%	15	65%	2
Specialized Case Manager	12 children	34	0	7	21%	27	79%	11**
Adoption Case Manager	16 children	na	0					
Total	12 children	94		45	48%	49	52%	53

* includes 24 cases for assignment-on call supervisor.

** Five cases for ADO stage only. FC stage has active worker. Six cases for transfer/closure.

All adoptions caseloads are included in the Specialized and Permanency totals. There are 12 adoptions case managers in DeKalb.

Kenny A. v. Deal**Table A-4: DeKalb County Supervisory Ratios on December 31, 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)	11	9	82%	2	18%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	16	16	100%	0	0%

Table A-5: Case Managers Meeting Caseload Standards in Fulton County on December 31, 2018

Case Manager Function	Caseload Cap: Number of cases (families and children)			Actual Performance				
		Number of Active Staff on 12/31/18	Number of Active, On- leave Staff on 12/31/18	Meeting Caps on Assigned Caseload		Not Meeting Cap On Assigned Caseload		Cases Assigned to Workers On Leave/ Supervisors
				Number	%	Number	%	
CPS Investigations	12 families	26		18	69%	8	31%	5
Family Preservation	17 families	5		0	0%	5	100%	8
Permanency Case Manager	15 children	18		5	28%	13	72%	5
Specialized Case Manager	12 children	22		0	0%	22	100%	0
Adoption Case Manager	16 children							
Total	12 children	71		23	32%	48	68%	18

18 cases for assignment with 7 supervisors.

All adoptions caseloads are included in the Specialized and Permanency totals. There are 4 adoptions case managers in Fulton.

Kenny A. v. Deal**Table A-6: Fulton County Supervisory Ratios on December 31, 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)	8	6	75%	2	25%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	9	8	89%	1	11%

Kenny A. v. Deal**Table A-7: Region 14 Caseload Managers Meeting Caseload Standards on December 31, 2018**

Case Manager Function	Caseload Cap: Number of cases (families and children)			Actual Performance				
		Number of Active Staff on 12/31/18	Number of Active, On-leave Staff on 12/31/18	Meeting Caps on Assigned Caseload		Not Meeting Cap On Assigned Caseload		Cases Assigned to Workers On Leave/ Supervisors
				Number	%	Number	%	
CPS Investigations	12 families	52		38	73%	14	27%	43
Family Preservation	17 families	16		10	63%	6	37%	10
Permanency Case Manager	15 children	41		13	32%	28	68%	7
Specialized Case Manager	12 children	56		7	13%	49	8%	11
Adoption Case Manager	16 children							
Total	12 children	165		68	41%	97	59%	71

All adoptions caseloads are included in the Specialized and Permanency totals.
There are 16 workers in adoption units

Table A-8: Region 14 Supervisory Ratios on December 31, 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)	19	15	79%	4	21%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	25	24	96%	1	4%

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.