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## Work Plan Detail A -- Item 2, Repeat Maltreatment (Maltreatment of Children in Foster Care)

Goal: To improve the incidence of maltreatment in foster care

|                         |                        |  |                              |
|-------------------------|------------------------|--|------------------------------|
| <b>A1 ACTION STEPS:</b> |                        | Finalize CPS policy clarification distinguishing discipline violations handled by foster care from maltreatment reports to be handled by CPS (Form 431). Publish CPS policy clarification to county staff. |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b> |
| Nov. 2001               | Dec. 2001              | Rebecca Jarvis   | Transmittal to counties      |

### ACCOMPLISHMENTS:

**This benchmark was achieved.** Social Services Manual Transmittal 01-13 was released on 12/17/01. This transmittal revised the Special Investigations Section of the CPS manual, which includes CPS investigations and private agency foster homes. CPS policy requirements clearly state, and reference applicable foster care policies, on the screening of reports to determine if the allegations warrant a CPS investigations or an assessment of foster care staff. Eight training sessions were conducted statewide on this policy.

### BARRIERS TO ACHIEVEMENT:

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>A2 ACTION STEPS:</b> |                        | Inquire at ORS regarding their collection of data from maltreatment investigations in institutional settings. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| June 2002               | Sept. 2002             | Shirley Vassy   | Memo to team<br><b>1st Quarter Federal Response: WHICH TEAM-CLARIFY; FOR EXAMPLE, HOW DATA COLLECTION WILL BE USED TO MEASURE REPEAT MALTREATMENT TO REDUCE THE INCIDENCE OF MALTREATMENT IN FOSTER CARE.</b> |

| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS   |
|------------|-----------------|-----------------------|---|
|            |                 |                       | <p><b>3rd Quarter Georgia Reply:</b> Memo to workgroup comprised of Georgia DFCS Social Services Unit Managers, Evaluation and Reporting Unit Manager and Human Resource and Development Director.</p> <p><b>NOTE THAT BENCHMARKS ARE THE INTERIM AND MEASURABLE INDICATORS THAT WILL BE ASSESSED TO DETERMINE IF PROGRESS IS BEING MADE TOWARD ACHIEVING THE ESTABLISHED GOAL-FOR EXAMPLE, WHAT THE STATE EXPECTS TO ACHIEVE WITH REGARD TO THE GOAL DURING EACH QUARTER</b></p> |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: This benchmark was achieved.** Inquiry was made with Office of Regulatory Services (ORS) regarding data collections of maltreatment in institutional settings. If the agency could use ORS data collections to determine the number of non-child welfare children abused by foster parents in the institutions, a determination could be made as to a part of the discrepancy in the data. ORS uses a system Aspen Central Office (ACO) to collect data, which would show any alleged complaints of child abuse that occurs in a residential care home or a foster placing agency. The system does not list the legal custodian of the child. Therefore, this data would not aide the agency in determining non-child welfare children included in measures for maltreatment in foster care.

**1<sup>st</sup> Quarter Federal Response:** (MOVE TO BARRIERS TO ACHIEVEMENT COLUMN AND EXPLAIN HOW YOU INTEND TO RESOLVE THE ABOVE UNDERLINED STATEMENT)

A memo was written to convey this information to the team members.

Completion Date: September 2002

What needs to be accomplished:

Written memo will be shared with team members who were not present at the last committee meeting. This was completed February 2003.

**1<sup>st</sup> Quarter Federal Response:** (THE UNDERLINED SHOULD BE MOVED TO THE ACTION STEPS SECTION)

**3<sup>rd</sup> Quarter Report:** This benchmark was achieved, therefore there are no barriers to achievement. The action step of an inquiry to ORS being made was accomplished and information gained regarding its data source.

**BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> Quarter Federal Response:** (PARTIALLY COMPLETED-BASED ON THE INFORMATION OBTAINED FROM THE ACCOMPLISHMENTS SECTION). YOU MENTIONED THAT 'THIS DATA WOULD NOT AIDE THE AGENCY IN DETERMINING NON-CHILD WELFARE CHILDREN INCLUDED IN MEASURES FOR MALTREATMENT IN FOSTER CARE. DON'T YOU THINK THAT THIS MAY HAVE AN IMPACT ON YOUR INTENDED EFFECTS OF ACTION STEPS?) WHEN BENCHMARKS AND GOALS ARE NOT MET, YOU CAN PROVIDE A NARRATIVE EXPLANTATION IN THIS COLUMN.

**3<sup>rd</sup> Quarter, Georgia's Reply:** See 3<sup>rd</sup> Quarter Report Accomplishment.

| <b>A3 ACTION STEPS:</b> |                        | Produce descriptive statistics on foster care victims |  |
|-------------------------|------------------------|---|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>                          | <b>MEASURABLE BENCHMARKS</b>   |
| July 2002               | Sept. 2002             | Shirley Vassy   | Report to Team<br><b>1st Quarter Federal Response:</b> (WHICH TEAM-CLARIFY)<br><b>3rd Quarter Georgia's Reply:</b> Report to workgroup comprised of Georgia DFCS Social Services Unit Managers, Evaluation and Reporting Unit Manager and Human Resource and Development Director. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: This benchmark was achieved.** Using information on the substantiated maltreatment to foster care children by foster parents or residential/facility staff for the period of January 2001 -- December 2001, a profile of the victims was produced.

Completion Date:

Work began with approval of the PIP, final completion of the report occurred December 2002

Next steps: The information gathered on the foster care victims will be used to guide policy and training changes. **1<sup>st</sup> Quarter Federal Response:** (THE UNDERLINED SHOULD BE MOVED TO THE ACTION STEPS SECTION-DETERMINE COMPLETION DATE FOR THIS ACTION)

In January 2003, changes were made in the data collection system to improve the capacity of collecting more specific data of children abused in foster care. Information from the new enhanced system will be used in monitoring described in step 13.

**3<sup>rd</sup> Quarter Report:** Georgia believes this action step to be achieved. We inadvertently put information under the barrier column during the first report quarter that should have been under the accomplishment column.

**BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> Quarter Report:** Currently the data collection instrument (Form 431) is completed for all assessments of abuse or neglect in foster homes or institutions. The children in the foster homes/institutions are not separated in groups of children in agency custody vs. children in parental custody. In producing the report a mechanism to monitor data collection of children included a paper copy of investigations to better identify and describe foster care victims. **1<sup>st</sup> Quarter Federal Response:** (DESCRIBE ACTION YOU WILL TAKE DURING THE NEXT PIP QUARTER TO MEET THE PROJECTED BENCHMARKS AND/OR GOALS).

**3<sup>rd</sup> Quarter Georgia Reply:** This benchmark was achieved therefore there are no barriers.

|                         |                        |  |                              |
|-------------------------|------------------------|--|------------------------------|
| <b>A4 ACTION STEPS:</b> |                        | Compare foster care victims to non-victim foster care children |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>                                   | <b>MEASURABLE BENCHMARKS</b> |
| July 2002               | Sept. 2002             | Shirley Vassy  | Report to team               |

**ACCOMPLISHMENTS:**

**This benchmark was achieved.** A report was prepared using data for the period January 2001- December 2001. The report was shared with the team after the approval of the PIP in November 2002.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |                              |
|-------------------------|------------------------|---|------------------------------|
| <b>A5 ACTION STEPS:</b> |                        | Determine proportions of reports by placement setting |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>                          | <b>MEASURABLE BENCHMARKS</b> |
|                         |                        |   |                              |

|           |           |               |   |
|-----------|-----------|---------------|---|
| June 2002 | June 2002 | Shirley Vassy | <b>3rd Quarter:</b> Report to workgroup comprised of Georgia DFCS Social Services Unit Managers, Evaluation and Reporting Unit Manager and Human Resource and Development Director. |
|-----------|-----------|---------------|---|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: This benchmark was achieved.** Completion date: June 2002. This information was shared with the team prior to the approval of the PIP. This information will be shared on a semiannual basis. Beginning in January 2003 statewide reporting on Form 431 of private versus agency approved foster homes will further enhance the capacity to report on this step.

**1<sup>st</sup> Quarter Federal Response:** [ACCOMPLISHMENTS SHOULD BE RELATED TO THIS QUARTER-NOT ON-GOING](#)

**1<sup>st</sup> Quarter Federal Response:** [\(DID YOU ACCOMPLISH THIS STATEMENT FOR THIS QUARTER, IF NOT, EXPLAIN HOW YOU INTEND TO ACCOMPLISH THIS GOAL ?\)](#)

**3<sup>rd</sup> Quarter Georgia Report/Reply: This benchmark was achieved.**

[WHAT IS THE PROPORTIONS OF REPORTS BY PLACEMENT SETTING?](#)

**4<sup>TH</sup> Quarter Georgia Reply:** see Documentation 'Location of Maltreatment Report'

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>A6 ACTION STEPS:</b> |                        | Produce a profile of foster families involved in maltreatment investigations |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| July 2002               | Sept. 2002             | Shirley Vassy  | Report to workgroup comprised of Georgia DFCS Social Services Unit Managers, Evaluation and Reporting Unit Manager and Human Resource and Development Director. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: This benchmark was achieved.** This information will be further analyzed to determine if there is an association between demands placed on foster parents and the incidence of maltreatment in foster care. Completion date September 2002. The

report to the team was shared after the approval of the PIP in November 2002.

**1<sup>st</sup> Quarter Federal Response:** (PLEASE INDICATE WHETHER YOU WERE ABLE TO PRODUCE A PROFILE OF FOSTER FAMILIES INVOLVED IN MALTREATMENT INVESTIGATIONS)

**3<sup>rd</sup> Quarter Report/Reply:** A profile of foster families was produced in September 2002. The enhancements added to the data collection system should increase the capacity to determine any similar descriptive elements of the foster parents involved in maltreatment. This benchmark is achieved.

**BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> Quarter Report:** In January 2003 several enhancements were added to the data collection system, which should increase the capacity to profile foster families involved in maltreatment. **1<sup>st</sup> Quarter Federal Response:** (MOVE TO ACCOMPLISHMENT IF THE INTENDED EFFECT OF YOUR ACTION STEPS WERE ACCOMPLISHED).

**3<sup>rd</sup> Quarter Report/ Georgia's Reply:** See 3<sup>rd</sup> Quarter Report. Statement moved to **accomplishment column.**

**3<sup>rd</sup> Quarter Report:** This benchmark was accomplished therefore there are no barriers to achievement.

|                         |                        |  |                              |
|-------------------------|------------------------|--|------------------------------|
| <b>A7 ACTION STEPS:</b> |                        | Examine the policy and training of institutional staff |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>                           | <b>MEASURABLE BENCHMARKS</b> |
| May. 2002               | Mar. 2002              | Normer Adams   | Report to team               |

**ACCOMPLISHMENTS:**

**This benchmark was achieved.** The training policy of institutional staff was reviewed. A report was made to the team on the requirements for all staff by regulation. The report also compared the training of institutional staff with the agency's training of foster parents. Completion date: May 2002, this item was completed prior to PIP approval.

**BARRIERS TO ACHIEVEMENT:**



|                         |                        |   |                              |
|-------------------------|------------------------|---|------------------------------|
| <b>A8 ACTION STEPS:</b> |                        | Recommend policy and training changes for institutional staff |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>                                  | <b>MEASURABLE BENCHMARKS</b> |
| May. 2002               | May 2002               | Normer Adams  | Report to team               |

**ACCOMPLISHMENTS:**

**This benchmark was achieved.** A report was made to the team for changes or additions to policy. The recommendations included: Training of the public and private sectors would benefit through coordinated planning, implementation and cross training. Cross training of the public and private sectors would serve as a common platform for both sectors and the children that they serve. Certification of professional staff that includes fundamental training requirements should be incentives through favorable regulation and reimbursements.  
 Completion date: May 2002 and ongoing.  
 Next steps will include discussion of the recommendations in conjunction with policy changes.

**BARRIERS TO ACHIEVEMENT:**

|                         |  |   |  |
|-------------------------|--|---|--|
| <b>A9 ACTION STEPS:</b> |  | Examine the policy and training of foster parents and social services staff |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                         |
| Oct. 2002               | March 2003<br><b>3rd Quarter:</b><br>Requesting a date change to September 2003 (for the training)<br><b>EXPLAIN REASON(S) FOR THIS REQUEST.</b><br><b>4th Quarter</b> | Anne Bagley, Winifred Abdullah, Betty Wright, Geraldine Jackson-White       | Reviewed foster care policy and training modalities. |

|  |  |  |  |
|--|--|--|--|
|  | <b>Georgia Reply:</b><br>Action Step<br>Achieved no need for<br>extension approval |  |  |
|--|--|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Initiated a series of meetings to review policy and training requirements for DFCS foster parents. Policy: Two meeting of core workgroups held to review and discuss steps to be taken in implementing this action strategy. A proposal is presently being developed to outsource the task of reviewing and completing a comparative analysis of commonalties and differences in DFCS (public) and Office of Regulatory Services (ORS) (private) standards for licensure or approval of family foster homes and child caring institutions. **Method for measuring achievement:** Written proposal completed and submitted for approval by 12-30-02 and proposal approved by 1-31-03. **Actions to be taken next quarter:** Submit proposal for approval; select contractor; completion of the comparative analysis of DFCS and ORS standards/policy for licensure of foster homes by contractor; and submission of written report. Follow-up meeting coordinated by contractor to review comparative analysis & make recommendations for change re: outcomes of comparative analysis of uniform licensing standards.

**1<sup>st</sup> Quarter Federal Response:** [MOVE TO ACTION STEPS NEXT QUARTER.](#)

**2<sup>nd</sup> Quarter Report: Partially Achieved.** Foster care policies and guidelines, and pre-service training modalities have been reviewed and discussed to determine their impact on child maltreatment. Examination of Social Services staff training still to be conducted.

**3<sup>rd</sup> Quarter Report: Achieved.** Policy and Training for staff --Current policy and training for staff examined and a determination made that these areas sufficiently addressed the skills and competencies needed to assure the safety of children in foster homes for the present, with on-going assessment of future needs. Georgia has a well-rounded training program for new workers and on-going training for veteran staff. Policies and guidelines are clearly and substantially written to guide and support staff in the implementation of casework duties. See Attachment entitled *Staff Training Opportunities*.  
Policy and training for foster & adoptive families -- Current training needs were determined to be sufficient (2<sup>nd</sup> Quarter. Report). However, this does not preclude the need to examine future training needs for foster and adoptive families.

**Response to 2<sup>nd</sup> Quarter questions under 'Barriers to Achievement:'**

There are two parts to this Action Step. One addresses foster parent training and the other addresses staff training. A review of staff training had not been completed by 3-30-03; however, this examination and review was completed as of 6-03.

2.) An error in documentation of accomplishments occurred during the 1st quarter. Some of our accomplishments satisfy the requirements of more than one Action Step and we incorrectly applied the accomplishments noted. These accomplishments more accurately reflected Item 42- Action Step 1. Accomplishments for this Action Step is more accurately reflected in parallel Action

Steps in Item 44 -- Action Steps 6 & 7 which address an examination of pre-service and in-service training for foster homes. You will note the change in accomplishments for the 2<sup>nd</sup> quarter report. 3) See Item 42 Action Step 1 for actions taken on the RFP.

**BARRIERS TO ACHIEVEMENT:**

| <b>A10 ACTION STEPS:</b> |  | Recommend policy and training changes for foster parents and social services staff |  |
|--------------------------|--|--|--|
| <b>START DATE</b>        | <b>COMPLETION DATE</b>                       | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Dec. 2002                | Dec. 2002 Expected completion date June 2003 | Liz Bryant, Winifred Abdullah, Betty Wrights, Geraldine Jackson-White              | Completed policy addressing discipline and safety issues in foster homes; completed review of training modalities. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Recommendations for policy and training changes based on outcome of comparative of DFCS and ORS standards and GPS:MAPP and other foster/adopt preparation curricular and follow-up discussion and recommendations.

**1<sup>st</sup> Quarter Federal Response:** (DID YOU ACTUALLY MAKE THIS RECOMMENDATION? IF YES, TO WHOM?).

**2<sup>nd</sup> Quarter Report: Partially Complete.** Foster Care policies and guidelines have been developed to address acceptable parameters in disciplining children in foster care, including a Corrective Action Plan that supports and guides families in the proper care and management of children, and outlines agency and foster parent responsibilities in achieving this end. Additional foster care policy has been developed to address specific safety issues in foster homes. A review of the current in-service training approach (GPS:MAPP) with other pre-service modalities (PATH, PRIDE, Boys town, Lutheran) and current in-service training resources (Continued Parent Development Institutes and other locally sponsored training) indicate that current training needs are being met; an exploration of other training modalities to occur in the future.

**2<sup>nd</sup> Quarter Federal Response:** Identify barriers to achievement. In the 1<sup>st</sup> QPR , training-budgetary and time-constraints to retrain staff were identified as a barrier.

Indicate a timeframe to explore other training modalities.

Indicate proposed completion time for all partial accomplishment.

Why is this partially completed. Accomplishment column indicated that policies have been completed and training needs are being met. Does this accomplish the measurable benchmark? If not, what else needs to be done?

**Georgia's Reply 3<sup>rd</sup> Quarter:** Budgetary and time constraints were indicated as present barriers to implementing change in this area. ; However, it is expected that when the current contract expires with the present trainers (9/2004), additional funding will be available to implement a new training approach, if this is the new pre-service training committee's recommendations and DFCS administrators are in concurrence.

As to the question regarding our stating that this Action Step was partially completed, see Action Step 9.

**3<sup>rd</sup> Quarter Report: Achieved.** Suggested recommendations made for staff training included: additional training for veteran staff and administrators on MEPA-IEP; additional training for county administrators, placement and CPS staff addressing issues of foster parent retention; and establish a committee to re-examine current preparation process (pre-service training) for foster families.

**4<sup>th</sup> Quarter Update:** Additional initiatives begun this quarter. - The state's MEPA-IEP training video was replicated. Several copies sent out to each county as an on-going source of reference regarding MEPA-IEP. The state is in the process of establishing a protocol for implementing the Internal Evaluation Instrument for MEPA, which was distributed by HHS in August of 2003. A Comprehensive Resource Development Plan addressing recruitment and retention directives is being finalized for distribution to counties. The plan will be accompanied by an RFP, which is to be funded by state allocated monies (\$800,000.00) earmarked specifically for foster parent recruitment, support and retention.

**BARRIERS TO ACHIEVEMENT:**

**3<sup>rd</sup> Quarter Report:** This benchmark was achieved therefore there are no barriers to achievement.

|                          |   |   |   |
|--------------------------|---|---|---|
| <b>A11 ACTION STEPS:</b> |   | Implement new training plan in family foster care and/or institutional foster care.   |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Feb. 2003                | May 2003<br><b>2nd Quarter Federal Response:</b><br>Is this task completed? <b>Deadline</b> | Betty Wrights, Liz Bryant, Professional Development Section (Geraldine Jackson-White) | Report to team.<br>Evaluation:<br>Quarterly monitoring reports will analyze and compare outcome data with 2001 CFSR.<br>Progress/needs will be addressed and revised as needed in |

|  |  |  |  |
|--|--|--|--|
|  | <p>is May.</p> <p><b>3rd Quarter Reply:</b><br/>Task is not yet completed. The state is requesting a change in completion date to September 2004 to allow for the qualitative review process.</p> <p><b>3rd Quarter Federal Response:</b><br/>September 2004 is closer to the end of PIP period!</p> |  | <p>the Annual IV-B State Plan</p> <p><b>3rd Quarter:</b> A Qualitative Case Review (QCR), similar to the CFSR, will be conducted on a representative sampling of cases. DFCS county supervisors, Social Service Program staff, Consultation and Support Units, IV-B Advisory Committee members and other stakeholders may participate in this review. The results of the first QCR will be included in the 2003 IV-B State Plan.</p> <p><b>2nd Quarter Federal Response:</b> <a href="#">Has the State started its quality reviews yet? Do we have any results?</a></p> <p><b>Georgia's Reply 3rd Quarter:</b> No. Qualitative reviews are scheduled to begin October 2003. The first report to state and federal teams is expected January 2004 and every quarter thereafter.</p> |
|--|--|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Reports:** Recommendations for additional staff to provide TA training and a vendor is needed to develop a review process.

**1<sup>st</sup> Quarter Federal Response:** [\(THE ABOVE STATEMENT DOES NOT APPEAR TO BE AN ACCOMPLISHMENT -- YOU NEED TO JUSTIFY THAT YOU HAVE COMPLETED YOUR ACTION STEPS GOAL\)](#)

**2<sup>nd</sup> Quarter Federal Response:** [\(THIS SENTENCE DOES NOT APPEAR TO BE AN ACCOMPLISHMENT\)](#) What steps have you taken to locate a vendor? Completion date is May 2003 for a report to the team. Is this done?

**3<sup>rd</sup> Quarter Report:** The progress made in Action Steps 9, 10 and 12 overlap with this Action Step.

*Qualitative Case Review:* Current fiscal constraints prevented outsourcing the QCR to an outside vendor. The E&R Section, who will conduct in-house QCR's, is currently developing an evaluation instrument to be used in gathering data for the reviews and will initiate the first round of reviews in October 2003.

Comparison of 2001 and current data -- source: PSDS: 1).The incidence of child maltreatment in foster homes for FFY 2002, 4<sup>th</sup> Quarter has decreased to 0.71%.

[\(0.79% indicated in the report\)](#)

2). See reports by E & R on Georgia's statewide data indicators

**4<sup>th</sup> Quarter Report:** E&R Section has initiated the in-house Qualitative Case Review involving case-specific and stakeholder interviews

**BARRIERS TO ACHIEVEMENT:**

**2<sup>nd</sup> Quarter Federal Response:** Identify barriers to implementing the action steps. Quarterly monitoring of reports to analyze and compare outcome data with 2001 CFSR, and a QCR are essential action steps that needs to be accomplished.

**3<sup>rd</sup> Quarter Report /Reply:** Due to fiscal constraints, the Division was unable to outsource the development and implementation of the QCR. The E&R Section has agreed to the completion of this task, and has begun working diligently to develop the instruments to be used in reviewing cases, with a beginning date of October 2003.

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## Work Plan Detail B -- Item 3, Services to Families to Protect Child(ren) in Home and Prevent Removal and Item 4, Risk of Harm to Child

*Goal: To improve this outcome by January 2004*

| <b>B1 ACTION STEPS:</b> |                        | <p><b>Develop family assessment, which includes policy for the assessment of mental health, substance abuse and domestic violence needs and prevents premature case closure.</b></p> <p>Review existing assessment policy in CPS and Foster Care. Review includes multi-disciplinary team and experts in the field. (Achieved)</p> <p>Develop revised CPS assessment policy, training and staffing recommendations. (Achieved)</p> <p>Develop training and budget recommendations to implement revised policy. (Partially Achieved)</p> <p>Develop policy/procedure for prevention of premature case closure. (Achieved)</p> <p>Develop CPS domestic violence policy and procedure. (Achieved)</p> |   |
|-------------------------|------------------------|--|---|
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| June 2002               | Jan. 2004              | Protective Services and Foster Care Policy Committee, CPS, Foster Care Units, Office of the Child Advocate, Professional Development Section, Social Services Section as deemed appropriate, DFCS Economic Support Section, Substance Abuse Assessment Workers.  | <p>Development of recommendations for policy, practice and training based on the completed review. Policy, practice and training steering meetings. Written revised policy.</p> <p>Recommendations for training and budget for implementation of recommendations.</p> <p>Monitoring Steps (Family Assessment and DV): Participant notes and meeting minutes, Policy Draft, and Training and budget recommendations.</p> <p>Core competency development by Professional Development Section for future training. CPS Policy/Procedure Training</p> |

**ACCOMPLISHMENTS:**

## **Partially Achieved**

**2<sup>nd</sup> Quarter Federal Response:** [Is this fully achieved now? How will we measure it? What can the State provide us to show this has been achieved?](#)

**3<sup>rd</sup> Quarter Georgia's Reply:** Developed Family Assessment (FA) /Family Team Meeting (FTM) and Domestic Violence (DV) materials are attached.

### **1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> Quarter Report/Status Update:**

Existing CPS policy was reviewed and decisions made on how to revise CPS policy to expedite decisions about safety, well being and permanence and to bring it more in line with existing foster care policy that already includes an expanded family assessment. For CPS, a decision was made that this will be accomplished by requiring a more comprehensive family assessment followed by a family team meeting. Review periods will change from a maximum of three months to a maximum of six months. If sufficient change is not made by the end of fifteen months (in line with foster care time standard for TPR requirements), policy will require a multi-disciplinary staffing to determine plan for immediate safety of children. This group included state and county DFCS, Child Welfare Policy and Practice Group, Office of the Child Advocate. This new process requires a much more in-depth study of the family, including individual family members. Required information covers many functioning, looking at individual children and adults in the household. Requirements also include completion of a genogram and eco map. By having more information about the family and more family involvement in planning, better case plans and better results for change are expected. With more information, it will be possible to better assess mental health, domestic violence and substance abuse. Better assessment is one way to help reduce premature case closure.

Work group for policy and procedure development for new family team meeting procedures for CPS families included state and county DFCS, Child Welfare Policy and Practice Group, Office of Child Advocate, state Professional Development (training), Family Connection Partnership. CPS policy/procedure for family assessment and family team meeting (FTM) was completed for the nine-county pilot in December 2002. This includes guidelines, within the family assessment, to collect information for better assessment of mental health, substance abuse and domestic violence. The FTM should also help reduce premature case closure, since it provides the opportunity to discuss problems (MH, DV, SA) identified during the assessment. The nine pilot counties received this policy and procedure in December 2002.

### **DOCUMENTATION:**

[See Attachment 1: pilot manual, Sections I and V, for family assessment and family team meeting.]

Work group for developing domestic violence (DV) policy and procedure included state and county DFCS, state DV staff, DV shelter representatives. Draft policy development was completed in January 2003

### **DOCUMENTATION:**



(See Attachment 2: pilot manual sections for domestic violence response). The pilot counties have the policy and are in pre-planning stage toward implementation of the pilot. Greater awareness and assessment of domestic violence should result in a more comprehensive case plan and thus reduce premature case closure.

### **Continues in Process**

Work on premature case closure began December 2002. The Protective Services Unit is emphasizing in policy training sessions already existing policy and procedure for achieving goals prior to case closure. Policy training is scheduled throughout the state in 2003.

### **DOCUMENTATION:**

(See Attachment B1 - # 3 -- Training Schedule).

Professional Development Section is on track with core competency development. That Section is also developing CPS training topics that will be available to staff via the Internet.

In response to expressed policy clarification and training needs, voiced by the nine counties piloting family assessment/family team meeting counties, two program consultants in the Division's Protective Services Unit are currently developing a more in depth policy training. They have held meetings in both the north and south regions of the state with pilot participants to determine the areas of greatest need. Training is being planned for fourth quarter.

**4<sup>th</sup> Quarter:** Training sessions have been developed and were scheduled to begin in October; however, these sessions are on hold, because of the directive for immediate statewide mandated safety and risk training for all CPS staff.

In response to directives from the department's transition team, preparing for top administrative changes, Child Protective Services is assisting with developing additional requirements for recognition of safety and risk factors. This includes completing a risk assessment on every CPS investigation. Previously, the risk assessment has been completed only on substantiated reports. For an unsubstantiated investigation that rates as High on the risk scale, preventive services will be offered to the family, and an attempt will be made to provide ongoing services to the family in an effort to reduce the risk and prevent likely future maltreatment. Statewide mandatory training on new case requirements begins in October 2003. Staff will first attend a one-day introductory session, followed within the next few weeks by a more in-depth two-day training on the new requirements. Several forms have been revised to better capture the individual conditions and needs of each child.

Additions being made to CPS policy also include additional requirements for supervisor review and for supervisor and case manager conferences and more documented joint decision making at key decision points. A copy of the enhancements to policy and procedure

that become effective next PIP quarter will be included with Georgia's next quarterly report. Another tool that will support this is a newly developed Supervisor's Handbook that will be introduced to supervisors at the mandatory training beginning in October.

The pilot discussed in the 3<sup>rd</sup> Quarter Report for Internet training began in October 2003.

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

(See attachment -- Form 455A Safety Assessment; Form 457 Risk Assessment). (See attachment -- Supervisor's Handbook)

**BARRIERS TO ACHIEVEMENT:**

Additional policy and procedure will add to the responsibilities of CPS staff, whose numbers continue below what is needed to adequately handle the number of CPS cases in the state. It is anticipated that training on Domestic Violence policy/procedure will alleviate some of these concerns. Preplanning for the pilot for DV policy is underway in two selected counties. Meetings with DFCS, local law enforcement and other community players have begun.

**3<sup>rd</sup> Quarter:** The department has designated funding (\$60,000 for each county) to assist with this pilot. Each county will demonstrate a different approach to piloting policy. One county will pilot a 'first responder' concept, for which the additional funding will provide support for additional staff who will respond with law enforcement on DV calls and make a decision of whether a case is (1) assigned for further CPS investigation, (2) is referred for early intervention services or (3) determine there is no DV concern. It is anticipated that this funding will help overcome the previously identified barriers to accomplishing the steps of this section. These were the workload size and the turnover rate of staff. Both high caseloads and lack of experience will hurt the results that the state is trying to accomplish.

**2<sup>nd</sup> Quarter Federal Response:** [How does the State plan to fully accomplish this goal?](#)

**3<sup>rd</sup> Quarter Georgia Reply:** The pilot for family assessment and family team meeting is only in nine counties. The pilot for domestic violence response is in two counties. Both require funding. Family assessment and team meeting procedure require a phased-in implementation. It is known that it took Alabama several years to phase in a similar assessment and family team meeting process. It cannot be a statewide reality for Georgia by 2004; however, it is anticipated that information will be available by then from the pilot to help determine how well this process is working in Georgia and how soon it can become a statewide reality. The two counties in the domestic violence pilot are receiving \$60,000 each for the yearlong pilot. Increased funding in any program is currently difficult to find. Georgia has 159 counties. Based on the findings from the two pilots, it will likely be necessary to draw conclusions about some

of the most important findings and make decisions on which enhanced practices in these areas can be expanded to all counties with a minimum of available funding.

**2<sup>nd</sup> Quarter Federal Response:** State indicated that they have fully achieved the benchmark in January 2003, but now list all these barriers. Has it been fully achieved? How do we know?

**3<sup>rd</sup> Quarter Georgia Reply:** The benchmark is mostly achieved, but not fully. Attachments support achievements to date. An achievement date was recorded by mistake.

**4<sup>th</sup> Quarter Federal Response:** Training sessions are on hold, because of the directive for immediate statewide mandated safety and risk training for all CPS staff. The State comments in the third quarter report indicate funding issues. **Is this still an issue?** If so, how will it impact this segment of the PIP?

|                                |   |
|--------------------------------|---|
| <p><b>B2 ACTION STEPS:</b></p> | <p><b>Develop and implement Community Partnerships for the Protection of Children (CPPC) in representative counties.</b></p> <p>Core strategies developed by CPPC and Annie Casey, are:</p> <ol style="list-style-type: none"> <li>1). An individualized course of action for each child and family identified by community members as being at substantial risk of child abuse and neglect.</li> <li>2). A network of neighborhood and community supports.</li> <li>3). New policies, practices, roles and responsibilities within the public CPS agency.</li> <li>4). A collaborative decision-making capacity to guide and sustain the partnership.</li> </ol> <p>Steps for fulfilling these strategies continue and include:</p> <p>Identify community partners. (Achieved)</p> <p>Strategy development, resource development, partnership building and outcome and planning. (Partially achieved)</p> <p>Provide support (Achieved)</p> <p>Help hub coordinators identify and apply for available grant money for CPPC hub resource development.</p> |
|--------------------------------|---|

|            |                 | (Achieved)   | Determine how best to incorporate an annual qualitative case review on a representative sample of case records.  |
|------------|-----------------|--|--|
| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS  |
| June 2002  | Jan. 2004       | Representatives of DFCS and Family Connections, Children's Trust, Prevent Child Abuse in Georgia and allied agencies, CPPC community partners. | Partners identified and committed to development of strategies.<br>Nine county implementation of phase I that includes coordinated and functioning hub neighborhoods.<br>Data from these counties of the number of both CPS and non-CPS families living in the hub communities and receiving CPS and/or ICA services. Data is anticipated to indicate effectiveness of CPPC intervention by measuring whether a new CPS case is opened within a year of closure of CPS/ICA services on either similar allegations or on different allegations. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The framework for change, based on the core strategies for community partnership, is in place with a Steering Team, Design and Implementation Team and designated Work Teams meeting and working to fully implement the core strategies in the nine CPPC counties.

**2<sup>nd</sup> Quarter Report:** All nine counties have a community hub coordinator in place and involved in identifying community resources and needs. Coordinators are responsible for additional resource development, within the identified hub communities, that will meet needs of ICA families. Hub coordinators are participating with CPPC community support teams and continue to build their community partnership groups.

Funding for the hubs was identified through Safe and Stable Families. The nine pilot counties received from \$20,000 -\$30,000 each.

The Family Connection Partnership eMagazine Connected is a source of information about funding opportunities, training opportunities (e.g. Family Connection Partnership Finance Learning Institutes are scheduled throughout the state in April -- May

2003) and other topics important to CPPC communities. It is available to CPPC hub coordinators, community partners and others involved with developing community partnerships. The E&R section researched what information can be pulled from its current review guides and how to include as many families and service issues as possible in the guide. Review guides have been updated.

**3<sup>rd</sup> Quarter Report:** All nine CPPC counties were trained (3-day training), between October 2002 and January 2003. This training was through The Child Welfare and Policy Group. A Family Connection trainer began in April 2003 providing additional training for hub coordinators, community partners and DFCS staff.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

(See attachment B2 - # 2 -- November calendar training schedule).

**Funding for expansion of this program to additional counties is unlikely for the next fiscal year. Because counties have just recently begun to work with family assessments and family team meetings in their hub communities, there is no database for measuring the effectiveness of FTM. A measure for outcomes, planning and evaluation is nearing implementation. Because progress is based on number of families coming back into the system after case closure, it will probably be two to three years before there is a good database to work from.**

The first quarterly reporting by the nine hub counties was due in April 2003. This is the first of data collection on families served through this initiative and will provide data for comparison of how many of these families later come into the CPS system as compared with non-hub families with new reports of CPS within a year of closure. Data will also include data on families living outside the hub community who had a family assessment and family team meeting.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

(See attachment: CPPC -- Outcomes, Planning and Evaluation).

**3<sup>rd</sup> Quarter Federal Response:** [\(The underlined statement appears to belong in the Barriers to Achievement column.](#)

**3<sup>rd</sup> Quarter Federal Response:** [\(WHICH ITEM ARE YOU REFERRING TO IN THE ATTACHMENT\)?](#)

**4<sup>th</sup> Quarter Georgia Reply:** Underlined statements added to Barrier to Achievement per ACF response.

- **4<sup>th</sup> Quarter Federal Response:** The State indicates that funding to expand this project to additional counties is unlikely. However, the PIP goal is 9 counties. How many counties implemented so far? If it is 9 counties, then it appears that the State has met their goal.

**BARRIERS TO ACHIEVEMENT:**

**Added 4<sup>th</sup> Quarter per ACF Response: Funding for expansion of this program to additional counties is unlikely for the next fiscal year. Because counties have just recently begun to work with family assessments and family team meetings in their hub communities, there is no database for measuring the effectiveness of FTM. Because progress in developing a measure for outcomes, planning and evaluation is based on number of families coming back into the system after case closure, it will probably be two to three years before there is a good database from which to work.**

|                         |   |  |   |
|-------------------------|---|--|---|
| <b>B3 ACTION STEPS:</b> |   | <b>Develop and provide for CPS and foster care training to handle requests for case-related information through the open record act.</b><br>Request Statewide CPS Advisory Panel to provide recommendations. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| Sept. 2002              | Jan 2004<br>January 2003 (actual completion date) The January 2003 was reported in error. Please disregard. | State Protective Services Unit   | Protective Services Unit has incorporated material in state CPS policy training that was provided to every CPS and FC worker in 2002 and is scheduled throughout the state every year. Number of CPS staff trained will be available. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** State CPS staff is including an expanded segment in CPS policy training in 2003 that focuses on requirements of open records and staff responsibility. Three policy-training sessions of 2 1/2 days each are planned for each quarter of 2003. These are scheduled in all regions of the state and began in February.

**1<sup>st</sup> Quarter Federal Response:** (YEAR),

## Georgia's Reply 3<sup>rd</sup> Quarter: 2003

**2<sup>nd</sup> Quarter Report:** Other skills training sessions being developed for 2003 are 'Finding Words' and 'Advanced Investigations Training'.

**3<sup>rd</sup> Quarter Report:** The first session of 'Finding Words' was in January 2003, and a week of 'Advanced Investigations Training' was held May 2003. The department has provided initial interpretation of HIPAA requirements, and CPS policy and procedures will be updated to comply with requirements and HIPAA. Procedures for HIPAA will be incorporated into CPS policy training. This could not be done by July, as anticipated, because interpretations for CPS use have just become available

This information should be in policy and procedure form by the end of the third quarter.

**3<sup>rd</sup> Quarter Federal Response:** [The underlined statement appears to belong in the Barriers to Achievement column.](#)

**4<sup>th</sup> Quarter Georgia Reply:** [Underlined statement added to Barriers to Achievement per ACF response.](#)

**4<sup>th</sup> Quarter Federal Response:** [The State indicates that they could not complete this step in July. However, the completion date in the PIP is January 2004. Will it be done by then?](#)

### BARRIERS TO ACHIEVEMENT:

**1<sup>st</sup> Quarter Report:** Statewide CPS Panel has not fulfilled its initial plans to participate in this project. This project was taken over and completed by the state office Protective Services Unit.

Federal HIPAA requirements limit what information can be shared and how it can be shared. This will require changes in sharing information in services' cases. HIPAA requirements will also effect how information is shared and protected within team meetings and other CPS / CPPC hub activities.

**Added 4<sup>th</sup> Quarter per ACF Response:** [This could not be done by July, as anticipated, because interpretations for CPS use have just become available.](#)

[The department's legal officer has shared HIPAA procedures with county offices.](#)

|                         |  |
|-------------------------|--|
| <b>B4 ACTION STEPS:</b> | <p><b>Strengthen prevention and early intervention strategies to prevent child abuse and support families.</b><br/> Develop and implement voluntary support for medically fragile children at high risk of abuse. <b>(Achieved)</b><br/> Expand capacity for parent aide and early intervention.<br/> Enhance access and use of UW 211 for screened out CPS calls to voluntary community assistance.<br/> Develop with Budget Office recommendations to adequately fund early intervention, parent aide, PUP and Homestead.<br/> Develop a more thorough assessment of family strengths and needs, particularly regarding the presence of substance abuse and domestic violence. <b>(Achieved)</b><br/> Complete an annual Qualitative Case Review (QCR), similar to the CFSR, on a representative sampling of case records.<br/> Complete a comparison to the results of Georgia's 2001 CFSR and the level of compliance after additional policy clarification, training and program implementation is operational.</p> |
|-------------------------|--|

| <b>START DATE</b> | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
|-------------------|------------------------|---|---|
| Sept. 2002        | Jan. 2004              | Protective Services state and county staff, Grady Hospital, United Way 211 staff, DHR MHDDAD Staff. | Partnership with Dekalb and Fulton DFCS and Grady Hospital for early intervention of children at high risk. Partnership with United Way 211 to provide dedicated, formalized information and referral outbound calling services to CPS screened out reports.<br>Number of CPS cases in CPPC hub communities with in-depth family assessment and family team meeting. Number of families served through early intervention, PUP, Parent Aide and Homestead programs. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The success of the current partnership with Grady Hospital is incentive to extend this model to other state hospitals. Approximately fifty families were referred to this program in 2002. There have been no reports of serious injury or child death of any of the fragile infants whose families receive services through the high-risk program. Parent aide and early intervention funding remains at the same level. For the quarter ended October 2002, there were a total of 151 referrals for screened out reports



made to UW 211. A total of 62 families were available for resource referral, with a total of 355 referrals provided. Researching a way to measure outcomes for families that receive referrals through UW 211 was begun during the quarter.

**2<sup>nd</sup> Quarter Report:** Exploration has begun with the DHR Division of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD), to explore using addiction specialists to participate in family team meetings. There are various Medicaid-reimbursable services that might be needed as a result of a family team meeting where it is determined that identified family members need assistance with substance abuse or mental health problems.

#### **DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

[See attachment - United Way 211 April 2003 Monthly Report for additional information on this preventive service.]

**4<sup>th</sup> Quarter Federal Response:** [The State did not document any progress made in the fourth quarter. The completion date is January 2004, and there appears to be no indication that the funding issue would be resolved. The QCR report would shed light on the progress of this action step.](#)

#### **BARRIERS TO ACHIEVEMENT:**

Expansion of UW 211 to other counties where this service is available will involve finding additional funding. Maintenance of this resource is hoped for at the current level for the next fiscal year. United Way is also reducing service.

**3<sup>rd</sup> Quarter:** Expansion of UW 211 is also dependent upon United Way's capacity to expand their resource to other parts of the state. Anticipated effects on intervention strategies, based on state budget cuts, are not yet known. Efforts are being made to maintain these strategies at the current funding levels.

**2<sup>nd</sup> Quarter Federal Response:** [How does the agency plan to accomplish these action steps? Is this achievable by the due date?](#)

**Georgia's Reply 3<sup>rd</sup> Quarter:** Maintaining what's already in place in this time of budget cuts is viewed as an achievement.

**2<sup>nd</sup> Quarter Federal Response:** [These action steps are essential in keeping track of progress. Will these activities just not be accomplished if the funding is not achieved? What is the State's contingency plan \(if any\)?](#)

**Georgia's Reply 3<sup>rd</sup> Quarter:** Continued improvements and expansion will be made when/if opportunity permits. Full completion of most of these action steps, as written, involves expanding each step throughout the state and is dependent upon increased funding. At

present, it is more realistic to try to maintain what is in place, while being alert to and acting on any expansion opportunities that may occur.

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## Work Plan Detail C -- Item 6, Stability of Foster Care Placement

Goal: Georgia will seek to improve this indicator by 3% by September 2002 and 3% by September 2003. **4<sup>th</sup> Quarter Federal Response:** First, are these dates (9/02 and 9/03) correct? Didn't the State start implementing the PIP in Sept. 2002? Second, what is the method of measurement for this goal? Is it the annual qualitative evaluation process, now being handled by the E & R Section?

We are unable to find an update on progress towards these goals in this section.

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>C1 ACTION STEPS:</b> |                        | Clarify the current AFCARS policy regarding Georgia's definition of a placement move and how to count periodic temporary 'placement', i.e. where it is known in advance that the placement is temporary for the purpose of respite, hospitalizations, mental health treatment stabilizations and also the plan is to return the child to the same foster home this placement should not be counted in the number of placement moves in the foster care episode. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                    |
| Jan. 2002               | Apr. 2002              | Kathy Herren  | Provide definition to Feds and obtain approval. |

### ACCOMPLISHMENTS:

**Achieved.** After further examination of existing policy, it is noted that Georgia's definition of a placement move is in line with the Child Welfare Policy Manual Section 1.2B.7 and 1.3 appendices and section 479;45CFR1355.40 appendices of the Social Security Act. Completion date: April 2002 (this was accomplished prior to PIP approval and is on going). Continuous emphasis with case management staff should be placed on meeting the goal of the child having no more than two moves while in the foster care system. This will be accomplished by including this as a part of all training related to foster care.

### BARRIERS TO ACHIEVEMENT:

|                         |   |
|-------------------------|---|
| <b>C2 ACTION STEPS:</b> | Examine the methodology used to extract the data from the system in order to address the discrepancy in the |
|-------------------------|---|

| data reported from the system and the on site review. |                 |                              |                                     |
|---|-----------------|------------------------------|-------------------------------------|
| START DATE  | COMPLETION DATE | RESPONSIBLE PERSON(S)        | MEASURABLE BENCHMARKS               |
| May 2002  | May 2003        | Shirley Vassey, Kathy Herren | Provide report of findings to team. |

**ACCOMPLISHMENTS:**

**1st Quarter Report This benchmark was partially achieved.** In examining the methodology for collection of this data, the procedures for calculation of this data was correct. The findings in the onsite review differed from the calculations of the data due to incomplete data fields in the data files. Further examination revealed the case managers were not reporting a change in the AFCARS data with each move of the child. To alleviate this problem a validation has been placed in the database to force the case manager to input the date of placement in the current foster care setting each time a change is made in any AFCARS field. A second check and balance to this item is the change in the data collection to include the name of the foster home/institutional placement as well as the names of the children in the home. A report generated from these two items will provide a history of placements from this time forward. Another step in evaluating the data involves how Georgia's placement changes are calculated for the AFCARS submission in comparison with other states. This comparison indicated variation in the ways the child's placement moves are calculated as well as diversity in the child welfare population in AFCARS. Since placement stability in foster care is such an important factor, Georgia will continue to be aware of any concerns or directives on data comparability issues in conjunction with meeting the national standard.

**2nd Quarter Report** - A change in the completion was approved. No report due for this quarter.

**3rd Quarter Report: Achieved.** The methodology was examined and the data discrepancy was resolved. See 1st quarter report.

**BARRIERS TO ACHIEVEMENT:**



|                         |  |
|-------------------------|--|
| <b>C3 ACTION STEPS:</b> | Monitoring the data on the county level on a quarterly basis will occur beginning with information for the period January to March 2003. Additionally, beginning July 2003, some type of comparison from the financial reporting of per diem payments to that of AFCARS will be made to assure all moves are reported. |
|-------------------------|--|

| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S)        | MEASURABLE BENCHMARKS  |
|------------|-----------------|------------------------------|--|
| March 2003 | June 2004       | Four Foster Care Consultants | Discuss Quarterly Progress with each Field Areas based on data provided by the Evaluating and Reporting Section. |

**ACCOMPLISHMENTS:**

During the 2<sup>nd</sup> reporting quarter, four consultants in the Foster Care Unit met with Field Directors and their assigned counties to discuss and review data on stability from each county. The plan to discuss and evaluate this data was discussed with each field director. Consultation and Technical Assistance will be provided to counties to assist them in identifying and resolving barriers that impact stability.

**3<sup>rd</sup> Quarter Report:** Monitoring continues.

**4<sup>th</sup> Quarter Report:** It is expected that Georgia will renegotiate this item.

**BARRIERS TO ACHIEVEMENT:**

| C4 ACTION STEPS: |                 | Revise and distribute policy definition of how to count a placement move for AFCARS. |   |
|------------------|-----------------|--|---|
| START DATE       | COMPLETION DATE | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS                         |
| Apr. 2002        | July 2002       | Linda Doster   | Rewrite policy as to the approved definition. |

**ACCOMPLISHMENTS:**

**This benchmark was achieved.** The AFCARS definition of how to count a placement move was clarified with Region IV staff. DFCS policy was reviewed to assure compliance with the AFCARS definition. It was determined that DFCS policy is in compliance with the AFCARS definition, which counts the initial placement as the first placement even if this placement is to assess the child/family to determine the most appropriate placement for the child. **Completion Date: 12-02.** DFCS staff at the state and county

level needs to continue to assure that staff accurately reports each placement move per DFCS policy requirement and AFCARS definition.

**BARRIERS TO ACHIEVEMENT:**

| <b>C5 ACTION STEPS:</b> |  | Analyze data at the county and worker level to identify issues of stability on a certain caseload or in a certain county.<br>The following was added per ACF review of 1 <sup>st</sup> Quarter Report:<br>To address the data discrepancy, DFCS must complete several assessments of moves in the financial reporting system (COSTAR) to the number of moves reported in the Internal Data System/AFCARS (IDS). When the computer system upgrade is completed, DFCS will compare the number of placement moves in the data system to the number of placement moves in an on-site review of case records for children in non-related family foster homes in Toombs, Fulton and Carroll counties. The Evaluating and Reporting Section (E&R) will generate a sample of cases similar to the Child and Family. |  |
|-------------------------|--|---|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| May 2002                | July 2003<br><b>3rd Quarter:</b><br>Requesting approval to extend the date to November 2003 in order to gather more data for the analysis. | Andy Barclay, Joe Wassell, Jill Andrews, TA: Shirley Vassey, Andy Barclay   | Provide report of the findings to the team and each county department. |

**ACCOMPLISHMENTS:**

**1st Quarter Report: This benchmark was partially achieved.** The Work Group developed a process to analyze data at the county and worker level. DFCS must complete several computer system upgrades prior to implementing this action step. The upgrades should be completed by June 2003. **What needs to be accomplished:** During the 2001 on- site case record review portion of the CFSR, a

discrepancy in the accuracy of data reported for this indicator was identified. The number of placement moves identified during the on-site record reviews was 70% while the AFCARS data was 92% for the same reporting period. Due to this discrepancy, the PIP addresses the need to improve the accuracy of the reporting data and the stability of children in foster care (actual number of placement moves).

**2<sup>nd</sup> Quarter Report** - A change in the completion date was approved. No report is due this quarter.

**2<sup>nd</sup> Quarter Federal Response:** What is the status/update of this action steps? We need to be able to know your progress in this area.

**3<sup>rd</sup> Quarter Report Georgia's Reply:** We have analyzed the 1<sup>st</sup> quarter in FFY 2003, which was the first time that a comparison of the two systems could be made. We are requesting an extension to the completion date in order to gather more data and perform a more thorough analysis.

**3<sup>rd</sup> Quarter Federal Response:** Extension granted with the expectation that by the fourth Qtr. Of the PIP, the State will identify any accomplishments in this action step.

**4<sup>th</sup> Quarter Report:** The CoStar System, used for reporting financial information, incorporated some changes at the beginning of FFY 2003. Changes included adding fields with limited biographical information on the children in a placement setting with a required per diem. This information can be used to identify foster children included in CoStar and AFCARS allowing a comparison for the stability of foster care placements. The comparisons for the first and second quarters cannot be valid until identifying information for AFCARS children is in the system and all financial data in the CoStar System is complete.

**4<sup>th</sup> Quarter Federal Response:** Why has there been a delay in collecting all the information? When does the State anticipate that the information for all necessary fields in "CoStar" will be collected? Following the collection of information, when will the comparative analysis be ready?

#### **BARRIERS TO ACHIEVEMENT:**

**4<sup>th</sup> Quarter:** The collection of the additional fields in CoStar has not been completed for all children in foster care (AFCARS) for FFY 2003 quarters one and two.

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>C6 ACTION STEPS:</b> |                        | Georgia will continue to require all providers to complete a multi-discipline team meeting for each comprehensive child and family assessment to determine the appropriate placement of children entering foster care within the first 30 to 60 days of the child entering care. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                     |
| July 2002               | Dec. 2002              | Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Leslie Cofield, Patricia Nealy, Alice Marie Hutchison  | Provide ongoing training to staff and providers. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report -This benchmark was achieved.** State Office Foster Care Consultants, Georgia Association of Homes and Services for Children staff, and Wendy Hanevold, Ph.D. provided comprehensive First Placement/Best Placement (FP/BP) policy training to over 3,600 providers, county DFCS Child Protective Services and Foster Care staff, State Office consultants, foster and adoptive parents, and judges in more than 17 sessions statewide. Four Foster Care Consultants have been assigned to the 12 DFCS Field Areas to provide technical assistance on the First Placement/Best Placement Assessment methodology (FP/BP); monitor foster care related PIP indicators; and to assist county staff in implementing safety, permanency and well-being goals for children and families. The four Foster Care Consultants will provide ongoing Foster Care Policy training to new providers and staff as needed.

**Actions to be taken next quarter:** Four additional training sessions for DFCS staff and providers are planned for January, February 2003, July 2003 and October 2003..

**2<sup>nd</sup> Quarter Report -** A change in the completion date was approved. No report due this quarter.

NOTE: This item was inadvertently recorded in the 2<sup>nd</sup> Quarter Report and should have been dropped off as achieved. See 1<sup>st</sup> Quarter accomplishment statement above. The additional training sessions have been conducted. The July 2003 and the October 2003 training sessions are pending. Disregard the 2<sup>nd</sup> Quarter accomplishment statement.

**2<sup>nd</sup> Quarter Federal Response:** [What is the status/update of this action steps?](#)  
[We need to be able to know your progress in this area.](#)

**BARRIERS TO ACHIEVEMENT:**



|                         |   |   |  |
|-------------------------|---|---|--|
| <b>C7 ACTION STEPS:</b> | <p>Georgia will provide technical assistance (TA) to DFCS staff and private providers as to how to use FP/BP assessment information to make the most appropriate permanency decisions and implementation of wraparound services at the beginning of the child's stay in care. The FP/BP information will be used to develop more effective case plans for the child and family.</p> <p>Incorporate FP/BP Summary and Recommendation Reports in the CPRS. The inclusion of the FP/BP information in the CPRS will assist staff in developing case plans for children and their families. A pilot of the CPRS is underway in Dekalb DFCS and Juvenile Court to assure that the FP/BP Summary Reports meet the needs of families, judges and DFCS staff. For the phase two CPRS development, we will expand to include FP/BP data collection. Generally, plans are to include the ability to collect the recommendations from the FP/BP comprehensive assessment. It will also collect data about the services actually provided to the child. Because of a mandate on Public Health to assure that our Foster Children have all the services available, we will add a section to the CPRS to track the child's Health Check Schedule and assure that any required treatment or follow up is provided.</p> |   |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| July 2002               | February 2004   | Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield, Stakeholders | Provide 11 county site trainings to staff and providers beginning 7/2002 and review cases in selected counties during the annual on-site review beginning 10/2002. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: This benchmark was partially achieved.** All current DFCS staff and providers have been trained on FP/BP wrap around policies and procedures. All foster care staff have been trained on the Case Plan Reporting System (CPRS). The PIP states that this will be completed on July '03. The new target date for completion will be February '04. Business process analysis will begin in early March '03. Implementation will begin in March 2004.

**2<sup>nd</sup> Quarter Report -** A change in the completion date was approved. No report due this quarter.

**2<sup>nd</sup> Quarter Federal Response:** [What is the status/update of this action steps? We need to be able to know your progress in this area.](#)

**3<sup>rd</sup> Quarter Report Georgia's Reply:** The Case Plan Reporting System (CPRS) has been trained on and implemented in all 159 Georgia counties. DFCS policy mandates its use. Functionality to capture data about First Placement Best Placement is being added to CPRS by 12/03. Reporting will assist in data collection about recommendations made during the comprehensive assessment and the state's ability to provide the recommended resources. This information will be available by county, region, and state.

**4<sup>th</sup> Quarter Report:** The build of the report has been requested. It is anticipated that the state will renegotiate this item.

**BARRIERS TO ACHIEVEMENT:**

| <b>C8 ACTION STEPS:</b>   |   | <p>Georgia will complete an annual review (of selected counties) of the First Placement/Best Placement Program to include on-site case reviews of 50 randomly selected cases. This review will be similar to the federal on-site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review.</p> <p>These Consultants will assist county supervisors and other stakeholders in conducting the annual qualitative case review. DFCS will provide training to these consultants and other stakeholders on the procedures for conducting this annual review. DFCS will develop a contract with a provider to provide this training.</p> <p><b>3<sup>rd</sup> Quarter:</b> Georgia request ACF approval to change this action step to the following statement: Qualitative Case Reviews similar to the CFSR will be conducted on a representative sample of approximately 180 cases by the end of September 2004.</p> <p><b>3<sup>rd</sup> Quarter Federal Response:</b> <a href="#">Identify accomplishment and the new action steps adopted</a></p> |   |
|---|---|--|---|
| <b>START DATE</b>   | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| <p>Oct. 2002</p> <p><b>3<sup>rd</sup> Quarter:</b><br/>Request approval to change date to October 2003. The Qualitative Review is</p> | <p>October 2003</p> <p><b>3<sup>rd</sup> Quarter:</b><br/>Request approval to change this date to September 2004 to accommodate the</p> | <p><b>3<sup>rd</sup> Quarter:</b> Delete the following names: Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Leslie Cofield, Alice Marie Hutchison, Change to Evaluation &amp; Reporting and Consultation &amp; Support Sections</p>  | <p>Complete at least 50 case review beginning 1/2003.</p> <p><b>3<sup>rd</sup> Quarter:</b> Produced Qualitative Review Reports to State and Federal partners in January 2004 and every quarter thereafter.</p> |

|                            |                             |  |  |
|----------------------------|-----------------------------|--|--|
| scheduled to begin in Oct. | Qualitative Review process. |  |  |
|----------------------------|-----------------------------|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: This benchmark was partially achieved.** Four Foster Care Consultants have been assigned to the 12 Field Areas to monitor foster care PIP indicators in collaboration with other state staff and county staff.

**2<sup>nd</sup> Quarter Report** - A change in the completion date was approved. No report is due for this quarter.

**2<sup>nd</sup> Quarter Federal Response:** *What is the status/update of this action steps? We need to be able to know your progress in this area.*

**3<sup>rd</sup> Quarter Report Georgia's Reply:** The state is requesting a change to this Action Step. The Evaluation and Reporting Section is working on developing review instruments.

**3<sup>rd</sup> Quarter Federal Response:** *We anticipate that the State will be able to begin the QCR in October and report this action step in the January QPR.*

**4<sup>th</sup> Quarter Report:** *It is expected that the Georgia will renegotiate this item.*

**4<sup>th</sup> Quarter Federal Response:** *Why does the State want to switch from annual reviews of 50 cases to review of 180 cases by Sept. 2004. State needs to provide a little more detail in terms of how many cases per month, per quarter, counties, etc. **What is the progress thus far?***

**BARRIERS TO ACHIEVEMENT:**



|                         |  |
|-------------------------|--|
| <b>C9 ACTION STEPS:</b> | Georgia will complete a report of the annual review of selected counties |
|-------------------------|--|

| <b>3<sup>rd</sup> Quarter:</b> Requesting ACF approval to delete this Action Step. If the changes to the Action Step above is approved, then this step is redundant. |                 |  |   |
|--|-----------------|--|---|
| START DATE   | COMPLETION DATE | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS   |
| May 2003   | July 2003       | Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofieldy | Report to team, DFCS Division Director, DFCS Social Services Section Director, Foster Care Unit Manager, selected counties. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Work Group for "Child Stability in Foster Care' will meet monthly to monitor progress on this strategy.

**3<sup>rd</sup> Quarter Federal Response:** [3<sup>rd</sup> Quarter Report: ???](#)

**4<sup>th</sup> Quarter Federal Response:** [What is the progress thus far?](#)

**BARRIERS TO ACHIEVEMENT:**

**3<sup>rd</sup> Quarter Federal Response:** [Identify Barriers to achievement and how this action would not impact negatively on the item this action step is related to.](#)

**4<sup>th</sup> Quarter Report:** [It is anticipated that Georgia will renegotiate this item.](#)

| <b>C10 ACTION STEPS:</b> |                 | Georgia will continue to assess the effectiveness and impact of the First Placement/Best Placement Program (assessments and Wrap Around services) in reducing the number of placements for children in foster care. |   |
|--------------------------|-----------------|---|---|
| START DATE               | COMPLETION DATE | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS                               |
| July 2003                | Oct. 2003       | Joe Wassell, Betty Wrights, Millicent   | Report to team, DFCS Division Director, DFCS Social |

|  |  |   |   |
|--|--|---|---|
|  |  | Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield | Services Section Director, Foster Care Unit Manager, selected counties. |
|--|--|---|---|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Work Group for "Child Stability in Foster Care' will meet monthly to monitor progress on this strategy.

**3<sup>rd</sup> Quarter Report:** At this time, limited resources will not allow the state to negotiate with a contractor to perform an analysis of the First Placement Best Placement model. However, the Foster Care Unit will move towards developing a survey for local counties to complete to assist in determining FP/BP efficiency in reducing the number of placements for children in foster care.

**3<sup>rd</sup> Quarter Federal Response:** Underlined statement appears to belong in the barriers to achievement column.

**4<sup>th</sup> Quarter Report:** It is anticipated that Georgia will renegotiate this item. We are currently seeking assistance to help the state with this item.

**4<sup>th</sup> Quarter Federal Response:** What is the progress in developing a survey for local counties? What kind of assistance is the State seeking?

**BARRIERS TO ACHIEVEMENT:**

**4<sup>th</sup> Quarter Added per ACF Request:** At this time, limited resources will not allow the state to negotiate with a contractor to perform an analysis of the First Placement Best Placement model.

|                          |                        |   |                              |
|--------------------------|------------------------|---|------------------------------|
| <b>C11 ACTION STEPS:</b> |                        | <p>If problem is predominantly institutional:<br/>         The state review group, which includes stakeholders, will complete on-site case reviews of an additional 50 randomly selected cases and provide technical assistance to selected counties of the First Placement/Best Placement Program.<br/> <b>3<sup>rd</sup> Quarter:</b> Requesting ACF approval to delete this Action Step. The Qualitative Case Reviews will help determine if the problems are primarily institutional.</p> |                              |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b> |

|           |           |   |  |
|-----------|-----------|---|--|
| July 2003 | Dec. 2003 | Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield | Complete additional case reviews, if appropriate, by 7/2003. |
|-----------|-----------|---|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Work Group for "Child Stability in Foster Care' will meet monthly to monitor progress on this strategy.

**3<sup>rd</sup> Quarter Report:**

**4<sup>th</sup> Quarter Report:** The state is expected to renegotiate this item.

**4<sup>th</sup> Quarter Federal Response:** This step is directly impacted by Step C10, which the State is unable to fully implement. How will the Qualitative Case Reviews help determine if the problems are systemic in nature?

**BARRIERS TO ACHIEVEMENT:**

**3<sup>rd</sup> Quarter Federal Response:** Identify Barriers to achievement and how this action would not impact negatively on the item this action step is related to.

|                          |   |   |   |
|--------------------------|---|---|---|
| <b>C12 ACTION STEPS:</b> |   | Examine policy and training effectiveness for DFCS staff and private providers.                                   |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Oct. 2003                | Dec. 2003<br><b>3<sup>rd</sup> Quarter:</b><br>Requesting ACF approval to extend completion date to | Linda Doster, Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield | <b>3<sup>rd</sup> Quarter:</b> Within 60 days of completing on-site case reviews. |

| START DATE | COMPLETION DATE  | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|------------|--|-----------------------|-----------------------|
|            | September 2004 to accommodate the Quality Review process.<br><b>3rd Quarter Federal Response:</b><br>September 2004 is closer to the end of the PIP! |                       |                       |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Work Group for "Child Stability in Foster Care" will meet monthly to monitor progress on this strategy.

**3<sup>rd</sup> Quarter Report:** The work group continues to examine policy and training effectiveness. Many policy changes have been effected and First Placement Best Placement training is on-going as needed.

**3<sup>rd</sup> Quarter Federal Response:** What methods are you using to examine policy and training effectiveness?

**4<sup>th</sup> Quarter Report:** It is expected that Georgia will renegotiate this item.

**4<sup>th</sup> Quarter Federal Response:** The State has not addressed RO's question regarding how the effectiveness of policy and training is being examined. No update is given on these steps.

**BARRIERS TO ACHIEVEMENT:**



|                          |   |
|--------------------------|---|
| <b>C13 ACTION STEPS:</b> | Recommend additional training and policy changes. |
|--------------------------|---|

| START DATE | COMPLETION DATE  | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS  |
|------------|--|---|--|
| Oct. 2003  | Dec. 2003<br><b>3rd Quarter:</b><br>Requesting ACF approval to extend completion date to September 2004 to accommodate the Quality Review process.<br><b>3rd Quarter Federal Response:</b><br>September 2004 is closer to the end of the PIP | Linda Doster, Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield | <b>3rd Quarter:</b> Within 60 days of completing on-site case reviews. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Work Group for "Child Stability in Foster Care' will meet monthly to monitor progress on this strategy.

**3<sup>rd</sup> Quarter Report:**

**3<sup>rd</sup> Quarter Federal Response:** Are you meeting monthly?

**4<sup>th</sup> Quarter Report:** It is expected that Georgia will renegotiate this item.

**4<sup>th</sup> Quarter Federal Response:** The State has not addressed RO's question regarding how the effectiveness of policy and training is being examined. No update is given on these steps.

**BARRIERS TO ACHIEVEMENT:**



|                          |                        |   |                                   |
|--------------------------|------------------------|---|-----------------------------------|
| <b>C14 ACTION STEPS:</b> |                        | Test whether stability of children changes after training and policy changes with newly selected counties.        |                                   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>      |
| Jan. 2004                | May 2004               | Linda Doster, Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield | Complete additional case reviews. |

**ACCOMPLISHMENTS:**

**4<sup>th</sup> Quarter Report:** Same as above

**4<sup>th</sup> Quarter Federal Response:** The State has not addressed RO's question regarding how the effectiveness of policy and training is being examined. No update is given on these steps.

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |                                |
|--------------------------|------------------------|---|--------------------------------|
| <b>C15 ACTION STEPS:</b> |                        | Georgia anticipates that the stability of children in foster care as measured by the data system will decrease to more closely agree with file reviews after the definitions of placements are clarified in policy. Georgia will compare the stability measured by the data system before and after the policy clarification to evaluate this hypothesis. |                                |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2003                | July 2003              | Shirley Vassey  | Complete a report to the team. |

| START DATE | COMPLETION DATE  | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|------------|--|-----------------------|-----------------------|
|            | <p><b>3rd Quarter:</b><br/>Requesting a date change to November 2003 to collect needed data. In order to determine the accomplishment of this step, information collected from the on-site reviews from step 14 will be required.</p> <p><b>3rd Quarter Federal Response:</b><br/>We anticipate to measure your progress in this area by the end of 4th Qtr.</p> |                       |                       |

**ACCOMPLISHMENTS:**

**3<sup>rd</sup> Quarter Report:** Partially achieved. Some measurements of placement moves, using data from two sources, has been calculated for the children who were in care at the end of the 1<sup>st</sup> quarter of FFY 03 for the selected counties, Carroll, Fulton and Toombs. The number of placements of the children, as reported in each data source, were noted. The measurements of placement moves will be taken for the remaining three quarters in FFY03 from the two sources. Other data of the placement moves of children in these counties will be extracted from the on-site reviews of the First Placement/Best Placement Program. Comparisons will be made to validate the stability of children in foster care as measured by the data system used for AFCARS reporting.

**4<sup>th</sup> Quarter Report:** No report for this quarter. Georgia expects to renegotiate this item.

**4<sup>th</sup> Quarter Federal Response:** The State has not addressed RO's question regarding how the effectiveness of policy and training is being examined. No update is given on these steps.

**BARRIERS TO ACHIEVEMENT:**

| <b>C16 ACTION STEPS:</b> |   | Analyze a sample of cases to identify characteristics of children and families that might lead to disruptions. |                                |
|--------------------------|---|--|--------------------------------|
| <b>START DATE</b>        | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2003                | July 2003<br><b>3rd Quarter:</b><br>Requesting a change in date to November 2003. Action Step 15 will need to be completed before sample cases can be identified.<br><b>3rd Quarter Federal Response:</b><br>We anticipate to measure your progress in this area by the end of 4th Qtr. | Shirley Vassey   | Complete a report to the team. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report:** The Work Group on Stability clarified this action step in order to capture variables that impact this outcome.

**2<sup>nd</sup> Quarter Federal Response:** DOES CLARIFICATION OF THIS ACTION STEP INDICATE ACCOMPLISHMENTS?  
 Will the State be on target to complete this by the July due date?

**3<sup>rd</sup> Quarter Georgia's Reply:** No report at this time. See request for change of completion date.

**4<sup>th</sup> Quarter Report:** No report at this time. See request in change for completion date. It is expected that the state will renegotiate this time

**4<sup>th</sup> Quarter Federal Response:** The State has not addressed RO's question regarding how the effectiveness of policy and training is being examined. No update is given on these steps.

**BARRIERS TO ACHIEVEMENT:**

| <b>C17 ACTION STEPS:</b> |   | Analyze a sample of cases to identify characteristics of placements that are associated with multiple disruptions. |                                |
|--------------------------|---|--|--------------------------------|
| <b>START DATE</b>        | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2003                | July 2003<br><b>3rd Quarter:</b><br>Requesting a change in date to November 2003. Action step 15 will need to be completed before sample cases can be identified.<br><b>3rd Quarter</b> | Shirley Vassey   | Complete a report to the team. |

|  |  |  |  |
|--|--|--|--|
|  | <b>Federal Response:</b><br>We anticipate to measure your progress in this area by the end of 4th Qtr. |  |  |
|--|--|--|--|

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report:** The work Group on Stability clarified this action step in order to capture variables that impact this outcome.

**2<sup>nd</sup> Quarter Federal Response:** **DOES CLARIFICATION OF THIS ACTION STEP INDICATE ACCOMPLISHMENTS? Will the State be on target to complete this by the July due date?**

**3<sup>rd</sup> Quarter Report Georgia's reply:** No report at this time. See request for change of completion date.

**4<sup>th</sup> Quarter Report:** No report at this time. See request for change in completion date. It is expected that the state will renegotiate this item.

**4<sup>th</sup> Quarter Federal Response:** The State has not addressed RO's question regarding how the effectiveness of policy and training is being examined. No update is given on these steps.

**BARRIERS TO ACHIEVEMENT:**



|                          |   |
|--------------------------|---|
| <b>C18 ACTION STEPS:</b> | If the stability as measured by the data systems and file reviews has not improved significantly within 2 quarters, then the following additional actions will be taken:<br>Recommend additional training and policy changes.<br>Identify additional factors that may contribute to the stability of children in foster care. |
|--------------------------|---|

|              |                   |                    |                   |
|--------------|-------------------|--------------------|-------------------|
| <b>START</b> | <b>COMPLETION</b> | <b>RESPONSIBLE</b> | <b>MEASURABLE</b> |
|--------------|-------------------|--------------------|-------------------|

| DATE         | DATE   | PERSON(S)   | BENCHMARKS                     |
|--------------|--|---|--------------------------------|
| January 2003 | <p>April. 2003</p> <p><b>3rd Quarter:</b><br/>Georgia is requesting an extension to September 2003.</p> <p><b>2nd Quarter Federal Response:</b><br/>Provide reason(s) for requesting extension</p> <p><b>3rd Quarter Georgia Reply:</b><br/>Georgia request to extend this date to November 2003 to coincided with the activities of action steps 15, 16, 17.</p> <p><b>3rd Quarter Federal Response:</b><br/>We anticipate to measure your progress in this area by the end of 4th Qtr.</p> | Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield | Complete a report to the team. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report :** Georgia is requesting an extension for this Action Step. Due to preparation for the Inspector General EPSDT Review; a 25% increase in the number of Interstate Compact case request and a complete review of 120 First Placement/Best Placement providers, the four Foster Care Consultants have not had sufficient time to initiate the case reviews.

**2<sup>nd</sup> Quarter Federal Response:** 2<sup>nd</sup> Quarter Federal Response: Indicate your up to date progress.

**3<sup>rd</sup> Quarter Report Georgia's Reply:** This action is contingent upon the previous three action steps.

**4<sup>th</sup> Quarter Report:** This action is contingent upon the previous three action steps.

**4<sup>th</sup> Quarter Federal Response:** The State has not addressed RO's question regarding how the effectiveness of policy and training is being examined. No update is given on these steps.

**BARRIERS TO ACHIEVEMENT:**

  

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## Work Plan Detail D - Item 7, Permanency Goal for Child

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>D1 ACTION STEPS:</b> |                        | Continue annual request to state legislature for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2001              | June 2004              | DHR Commissioner Jim Martin, Governor, Georgia Legislature   | Support and advocate for: 2000 supplement - 171; 2002 -- 100; 2003 - 100 |

### ACCOMPLISHMENTS:

**1<sup>st</sup> Quarter Report:** The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.

**2<sup>nd</sup> Quarter Report:** No report due this quarter.

**3<sup>rd</sup> Quarter Report:** Achieved. DFCS received 171 positions in 2000, 100 in 2001, 100 in 2002 100 in 2003 and 125 positions in SFY '04.

### BARRIERS TO ACHIEVEMENT:

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Reports:** Economic down turn in Georgia may prohibit the authorization of staff as recommended.

**2<sup>nd</sup> Quarter Federal Response:** [Will these activities just not be accomplished if the funding is not secured? What is the State's contingency plan \(if any\)?](#)

**Georgia's Reply 3<sup>rd</sup> Quarter:** The annual request to the state legislature for additional staff will continue.

**3<sup>rd</sup> Quarter Federal Response:** [When is your next request?](#)

**4<sup>th</sup> Quarter Georgia Reply:** Given the critical nature of the state's budget situation for State Fiscal Year 2005, the Department has not been able to submit a request for additional staff. However, since the needs for additional resources have not diminished the Department has focused on improving the use of current resources. The DFCS budget package for SFY05 includes a major restructuring of state and regional operations, with the intent of freeing up additional resources which can be placed in county offices. The implementation team that will fully define the plan began its work in October, and the changes would be effective July 1, 2004 if legislative approval is received.



**4<sup>th</sup> Quarter Federal Response:** The State notes this step as being achieved. However, it would be helpful if the State could keep reporting on this step in terms of whether the legislature approves the changes, when the major restructuring of operations will be implemented (July 1, 2004), etc. How close is the State from meeting the CWLA standards?

| <b>D2 ACTION STEPS:</b> |  | Maintain accurate documentation of every placement of a child in foster care |  |
|-------------------------|--|--|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2002               | <p>May 2003<br/> <b>2nd Quarter</b><br/> <b>Request:</b> Georgia is requesting to change the completion date to July 2003<br/> <b>2nd Quarter</b><br/> <b>Federal Response:</b><br/>           Provide reason(s) for requesting extension.<br/> <b>3rd Quarter</b><br/> <b>Georgia Reply:</b> The online supervisory review application experienced technical hardware difficulties. The Qualitative Review process is scheduled to begin in</p> | County Supervisors, County Directors, Field Directors                        | <p>Have developed staff performance standards with DFCS county staff, Field Directors, and social service staff to assure that case files are accurately documented to reflect every placement of a child in foster care.<br/>           Evaluation: Spot checks of files will be performed by the E &amp; R group to make sure this documentation is occurring.<br/>           Evaluation: All needed information about placements will be available for next Federal Review.</p> |

|  |   |  |  |
|--|---|--|--|
|  | <p>October 2003. The first report to the state and federal partners is scheduled for January 2004. Therefore, we are requesting approval to change this date to September 2004.</p> |  |  |
|--|---|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Reports:** Supervisory tools are under development and the information system is being enhanced to account for the placement of every child in custody.

**3<sup>rd</sup> Quarter Report:** Based on the increased data needs to support IDS Online with the proposed enhancement projects, there was a need to re-distribute our data to new servers to accommodate our growing data needs. The server that will support the site was not available in July 2003 and it is our plan to have the site available and operational by September 2003. The Qualitative Reviews are scheduled to begin in October 2003. The first report to state and federal partners is due January 2004 and every quarter thereafter.

**3<sup>rd</sup> Quarter Federal Response:** *Are you maintaining accurate documentation of every placement of a child in foster care?*

**4<sup>th</sup> Quarter Report:** *IDS Placement Central database has been built and is in place. Linking of children to their placement locations has begun and is an on-going process.*

**4<sup>th</sup> Quarter Federal Response:** *One of the measurable benchmarks is development of staff performance standards. 1<sup>st</sup> and 2<sup>nd</sup> quarter reports note that “supervisory tools” are under development. Are the supervisory tools a product of the staff performance standards and if yes, have they been developed? This, along with the evaluation piece, would mark a successful completion of this action step.*

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

*See Placement Central News*

**BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Report:** The statewide database has been completed for the placements of all children in custody. Phase 2 will be complete in the spring of '03 and will account for each child in care. Developing the statewide database was labor intensive and required additional support and checking for accuracy.

**3<sup>rd</sup> Quarter:** The above statements are not barriers and were inappropriately stated under this column.

|                         |  |   |   |
|-------------------------|--|---|---|
| <b>D4 ACTION STEPS:</b> |  | Require that permanency goals be documented as part of the on-line Case Plan Reporting System, CPRS Evaluation: A report will be developed quarterly from the CPRS about documented permanency goals from around the state. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                                    |
| May 2002                | May 2003<br><b>INDICATE THE DATE YOU PLAN TO ACCOMPLISH THIS GOAL.</b> | Kelli Stone, Field Directors, County Directors, Supervisors, Consultation & Support Unit, Mentor Unit   | Every child coming into care will have a case plan in the CPRS. |

**ACCOMPLISHMENTS:**

**Partially achieved.** There is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of the 159 counties have been trained to use the new system. After the implementation plan is complete at the end of January 2003, the quarterly reports about permanency goals will begin

**2<sup>nd</sup> Quarter Report** - No report is due for this quarter.

**2<sup>nd</sup> Quarter Federal Response:** Due date was May 2003, why is this only partially achieved?

**3<sup>rd</sup> Quarter Report Georgia's Reply: ACHIEVED.** CPRS requires the documentation of the Permanency Goal in all case plans. Implementation and training is complete in all 159 counties. Documentation of training by county and by date is also supplied.

The attached screen print (Permanency 1 Item 7) is taken from the Case Plan Reporting System (CPRS) Case Tracking and Legal Screen. CPRS is required, supported by policy, and implemented in all 159 GA counties. In all cases, the user must document the type of Permanency Plan selected for the child. The system requires any user who selects a type other than adoption, living with fit and willing relatives, guardianship, or reunification to document a compelling reason why this type is in the child's best interest.

CPRS is on the Internet at [www.gacaseplan.org](http://www.gacaseplan.org). A demo that does not require an ID or password is available.

**4<sup>th</sup> Quarter Federal Response:** This step is noted to be achieved, based on completed trainings. However, based on the measurable benchmark, it sounds like it will be achieved when every child coming into care has a case plan in the CPRS. How does completion of training show that each child has a case plan and that the permanency goal (PG) is documented in the CPRS? How does the CPRS “require” the documentation of the PG? The action step also calls for a statewide quarterly report from the CPRS that will show that the PGs are documented.

**BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> Quarter Report:** The training of all 159 counties (1,200 caseworkers) and juvenile court judges and staff (approximately 100 judges) has taken longer than planned but will be complete January 2003.

**2<sup>nd</sup> Quarter Federal Response:** Is the training completed?

**3<sup>rd</sup> Quarter Georgia Reply:** Yes.

|                         |   |   |  |
|-------------------------|---|---|--|
| <b>D6 ACTION STEPS:</b> |   | Conduct annual training for judges, case managers, SAAGs, GALs, parent attorneys, CASAs, and Citizen Panel volunteers on the Permanency Hearing requirements. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>                                    | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Mar. 2002               | November of every year: Two cross cultural trainings will | Michelle Barclay, Geraldine Jackson White   | Permanency hearings will take place in juvenile court for every child in state care no later than 12 months after a child has entered foster care and periodically no later than |

|  |                              |  |  |
|--|------------------------------|--|--|
|  | be completed by<br>Nov. 2004 |  | 12 months thereafter if the child remains in care.<br>Evaluation: Georgia's Court Improvement Project (CIP) will evaluate a sample of court case files annually to see if permanency hearings are occurring for every child. |
|--|------------------------------|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarterly Report: Partially Achieved.** The 3<sup>rd</sup> Annual Child Placement Conference Cross-Training Conference took place November 2002. Judges, case managers, Saags, GALs, parent attorneys, CASAs, and Citizen Panel volunteers attended. Workshops were taught on the requirement that permanency hearings occur on every case. The 4<sup>th</sup> Annual Child Placement Conference is being planned for Atlanta at this time for November 12-14, 2003. During the summer of 2002, the Court Improvement Project (CIP) reviewed random court case file reviews of 9 counties across Georgia. The judges and staff of those courts were either interviewed or surveyed regarding caseload and resource allocation. In addition, 70 court-hearing observations were performed. This work was collected in a database and shared with the National Council of Juvenile and Family Court Judges Permanency Planning Department. From the initial report and the sample of data it does not appear that permanency hearings are occurring in every case. Further interviews reveal that while permanency issues are being addressed in court hearings, but are not being properly documented. A report has been written from this data and has been distributed to DHR and is posted on the CIP website:

<http://www.state.ga.us/courts/supreme/cppp/>

A second CIP study is being planned for the summer of 2003 and the National Council of Juvenile and Family Court judges has again agreed to do the data analysis.

**3<sup>rd</sup> Quarter Report: Achieved.** The first GA CIP study was done in preparation of the CP Conference. Many courts were found NOT to be doing permanency hearings timely or the courts were NOT doing proper documentation of permanency hearings (i.e. addressing permanency issues, but not labeling such hearing as a permanency hearing). Recent judicial training emphasized that permanency hearings must be done and documented. A follow up study being conducted this summer and will look for improvement. The 4<sup>th</sup> Child Placement Conference is scheduled for November 2003.

**4<sup>th</sup> Quarter Federal Response:** This step is noted to be achieved based on completed trainings again. However, the measurable benchmark is that timely permanency hearings (PHs) will occur for each child. 3<sup>rd</sup> QR (where the action step is noted as being achieved) shows that courts are not conducting PHs on a timely basis nor are they properly documenting these hearings. **The step cannot be achieved unless each child has timely PHs...according to the action step and benchmark.** The State needs to continue to monitor this action step.

**BARRIERS TO ACHIEVEMENT:**

**2<sup>nd</sup> Quarter Federal Response:** [Identify the reason/s for partial achievement.](#)

**3<sup>rd</sup> Quarter Georgia Reply:** See 3<sup>rd</sup> Quarter Report.

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>D7 ACTION STEPS:</b> |                        | Examine the present review system for children in care to determine the optimum frequency of reviews needed for expediting permanency. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| Jan. 2002               | Nov. 2002              | Linda Doster, TA: Michelle Barclay   | A decision will be made whether to change if necessary to ensure a review occurs every 3 months.<br>Evaluation: Georgia's CIP will evaluate a sample of court case files annually to see if more frequent hearings lead to faster permanency. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Reports:** **Achieved.** During the summer of 2002, court case file reviews were done of nine counties across Georgia. The judges and staff of those courts were either interviewed or surveyed regarding caseload and resource allocation. In addition, 70 court-hearing observations were done. The data from this work was collected in a database and shared with the National Council of Juvenile and Family Court Judges Permanency Planning Department. From the initial report and the sample of data, reviews are occurring more often than every six months. From the snapshot of information collected, having more frequent reviews did not appear to effect time to permanency. More data will need to be collected in order to draw firm conclusions.

**3<sup>rd</sup> Quarter Report:** **Achieved.**

**3<sup>rd</sup> Quarter Federal Response:** [Did you conduct a review this summer? Have you made a determination? When do you plan to collect more data?](#)

**4th Quarter Georgia Reply:** A subsequent review was conducted during the summer of 2003. The data collected from that study is presently being analyzed by the National Council of Juvenile and Family Court Judges; however, preliminary indications suggest that although hearings are occurring more frequently, the increased frequency does not appear to increase time to permanency.

**4th Quarter Federal Response:** This step is also noted as achieved but the State does not provide any information regarding the frequency of reviews. From the 4th QR narrative, it does not appear that this step will be achieved until the data analysis is completed and the State can determine why the frequency of reviews does not impact permanency.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>D9 ACTION STEPS:</b> |                        | Post the foster parent manual on the Internet to reduce the costs of printing as well as to ensure it is accessible to all who need it. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| May 2002                | Sept. 2003             | Resource Development Unit, Brad Pasto   | The manual posted on the Internet.<br>Evaluation: Log files will be examined to see if the manual is getting used. |

**ACCOMPLISHMENTS:**

**1st Quarter Report:** The DFCS Information Technology representative will complete posting on the Internet.

**2nd Quarter Report:** A change in completion date was approved. No report is due for this quarter.

**2nd Quarter Federal Response:** What is the status of the progress made so far?

**3rd Quarter Report Georgia's Reply:** Work is still in progress.

**4<sup>th</sup> Quarter Report:** Updates are being made to the present Foster parent Manual based on revisions made in policy since the 2001 publication. Following revisions, the manual will be posted. Revisions to be completed by December 15, 2003.

**4<sup>th</sup> Quarter Federal Response:** What is the new completion date that was approved in the 2<sup>nd</sup> quarter? Is it Sept 2003? If yes, the State is falling behind on this step. **When does the State anticipate that the manual will be posted on the internet?**

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |   |
|--------------------------|------------------------|---|---|
| <b>D10 ACTION STEPS:</b> |                        | Expand options with the private sector such that the Fulton and Dekalb Emergency facilities will no longer be operated by these DFACS agencies and that they comply with the Office of Regulatory Services standards, reviews and findings. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Nov. 2001                | June 2003              | Juanita Blount-Clark, Office of Regulatory Services   | County DFACS will no longer own the Dekalb and Fulton Emergency facilities.<br>Evaluation: Fulton and Dekalb Emergency Placement shelters will be privatized. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially achieved.** The Fulton County Shelter was closed 12/02. Plans are on track for the Dekalb Shelter to cease operations in the spring '03. Responsibility for emergency services had been released for bid and a vendor selected.

**2<sup>nd</sup> Quarter Report** - A change in completion date was approved. No report is due for this quarter.

**2<sup>nd</sup> Quarter Federal Response:** What is the status of the progress made so far?



**3<sup>rd</sup> Quarter Report/ Georgia Reply: Achieved.** Both shelters were closed by 2/28/03.. New facilities are privately operated and meet Office of Regulatory Services standards. Both counties are operating intake centers with maximum 28 hour stay for placement.

**BARRIERS TO ACHIEVEMENT:**

| <b>D11 ACTION STEPS:</b> |                        | Recruit and maintain more minority foster and adoptive resources giving special attention to placements for minority children. |   |
|--------------------------|------------------------|--|---|
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| Nov. 2001                | Sept. 2004             | Resource Development Unit Foster Care Unit   | <p>A campaign will be launched to focus on recruiting minority foster and adoptive parents for minority children. Increase the numbers of minority parents by 15% in 2002; by 25% in 2003; and by 25% in 2004.</p> <p>Evaluation: The results of the campaign will be measured to see if it results in an increase of minority placement recruitment and which tactics were most effective.</p> <p><b>3<sup>rd</sup> Quarter Federal Response:</b> Do you have available data for 2002 and 2003?</p> <p><b>4<sup>th</sup> Quarter Report:</b> See Documentation</p> |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially achieved.** Materials have been completed and mailed to county DFCS offices for support of the recruitment campaign beginning February 2003.

**2<sup>nd</sup> Quarter Report: A change in completion date was approved. No report is due for this quarter.**

**3<sup>rd</sup> Quarter Report:** In collaboration with DFCS county offices, One Church One Child of Georgia and private child-placing agencies, the state has launched recruitment initiatives that target minority families. These include roundtable meetings with local

clergy and presentations to ministerial alliances, public service announcements for minority recruitment, adoption fairs at various churches, gospel fests, recruitment activities with neighborhood advocacy groups, support of foster parent support groups and shopping mall exhibits, among other activities.

Closure of foster homes, which offsets the number of new homes developed, continues to be an issue. We are addressing this concern by stepping up retention efforts (implementation of foster parent poster campaign, development of a respite program, revising policy that supports parenting while concurrently protecting children, developing a support desk reference for staff, etc.).

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

Service Delivery/Payment Schedule Oct. 1 -- Nov., 9, 2002; Round Table Discussion Foster Care and Adoption Crisis; and FFY 2003 Service Delivery/payment Schedule.

**4<sup>th</sup> Quarter Report:** DFCS continues in its efforts to recruit minority families and engage in on-going general recruitment for families of all races/ethnicities. The state continues it's contract with One Church One Child to assist with this effort and is launching a Comprehensive Resource development Plan to address specific county placement needs relative to the maintenance of a pool of families that reflect the placement needs of children within specific counties/areas.

**4<sup>th</sup> Quarter Federal Response:** Does the supplemental documentation the State provides reflect the targeted increases in the numbers of minority parents per year?

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See draft of revised Comprehensive Resource Development Plan.

Primary Foster Parent Ethnicity SFY 2003

**BARRIERS TO ACHIEVEMENT:**

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## Work Plan Detail E -- Item 9, Adoption

*Goal: Reduce lengthy time period to file TPR (Termination of Parental Rights)*

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>E1 ACTION STEPS:</b> |                        | <b>Improve accountability for ensuring existing policies and procedures related to filing of TPR are adhered to:</b><br>A. Develop standards of measurement for county compliance in filing for TPR. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Aug. 2002               | June 2003              | Field Directors, Professional and Administrative Development Section, Evaluation & Reporting Section, Vivian Egan  | Revision and utilization of review instruments to include newly developed standards. |

### ACCOMPLISHMENTS:

#### 1<sup>st</sup> Quarter Report:

Two meetings scheduled during the next quarter to develop standards and incorporate them into performance management plans.

**2<sup>nd</sup> Quarter Report** - Partially Achieved. No report is due for this quarter. One meeting was held to develop standards and incorporate them into performance management plans. Another meeting will be held during next quarter to continue development of standards.

**2<sup>nd</sup> Quarter Federal Response:** [What is the status?](#)

**3<sup>rd</sup> Quarter Report:** **Achieved.** The E&R Social Services Review Guide has been revised (4/03) to include a review of cases in which child has been in care 15 of the most recent 22 months to determine if the agency has filed or joined a petition to terminate parental rights, or documented compelling reasons why this is not in the best interest of the child.

**4<sup>th</sup> Quarter Federal Response:** [Did the State finish developing standards and incorporating them into the performance management plans?](#) The achieved status for this item is based on the revision of the E&R SSR Guide but it cannot be achieved until the standards are developed and are incorporated into the plans. Step E2 notes that the standards have not been developed.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

E&R Social Services Review Guide

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>E2 ACTION STEPS:</b> |                        | <b>Improve accountability for ensuring existing policies and procedures related to filing of TPR are adhered to:</b><br>B. Incorporate developed standards into County Directors' Performance Management Plan. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                                    |
| July 2003               | June 2004              | Field Directors, Professional and Administrative Development Section, Evaluation & Reporting Section, Vivian Egan  | 30% of counties will be in compliance with developed standards. |

**ACCOMPLISHMENTS:**

**BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> 2<sup>nd</sup> 3<sup>rd</sup> Quarter Reports:** Standards have not been developed

**4<sup>th</sup> Quarter Report:** E&R Unit is reviewing cases to determine if TPR is being filed timely. We will continue to work with Field Directors to include standards in PMF.

**4<sup>th</sup> Quarter Federal Response:** What has the E&R unit found in their case reviews so far?

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>E3 ACTION STEPS:</b> |                        | <b>Develop measures to determine that TPR is filed according to ASFA and policy:</b><br>Expand utilization of Case Plan Reporting System (CPRS) to assist the counties in identifying cases appropriate for TPR and non-reunification. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>               |
| July 2002               | June 2004              | Michelle Barclay, Kelli Stone, Evaluation & Reporting Section  | The CPRS will be used in all 159 counties. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** As of 12/13/02, there is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of 159 counties have been trained to use the new system. After the implementation plan is complete, utilization assessment will begin. The DFCS Director's office issued a mandate to county offices that CPRS is the mandated method of completing case plans for all children entering care. The Foster Care Unit intends to revise policy to include CPRS in the first quarter 2003.

Work committee to review current data systems to determine if this data is available in either CPRS or AFCARS and if not, to establish data elements needed for exception report. A meeting will be scheduled within the next quarter after work group is established.

**2nd Quarter Response: Partially Achieved Response as of 4/16/2003:** All 159 counties have been trained. All the judges have been trained. For the month of March 2003, there were 2154 successful logins to the system. As of this date there are 11, 884 case plans in various states of revision in the system. The DFCS Director's office issued a mandate to county offices that CPRS is the mandated method of completing case plans for all children entering care. The Foster Care Unit revised policy to include CPRS.

**3<sup>rd</sup> Quarter: Achieved.** The Case Plan Reporting System (CPRS) was enhanced to include specific elements of adoption policy. The new functionality was piloted in DeKalb County and then implemented and trained statewide. Training concluded 1/31/2003. CPRS is located on the Internet at [www.gacaseplan.org](http://www.gacaseplan.org) . A demo that does not require an ID or password is available on the website. Policy manual has been revised to include CPRS. SSMT 03-03 is currently approved and in print.

**4<sup>th</sup> Quarter Federal Response:** This step is noted as achieved based on the enhancement to CPRS (inclusion of specific elements of adoption policy) and completion of training. Reporting system that will trigger an exception report when TPR's are not filed timely was split out into Step E4 after the 1<sup>st</sup> quarter. However, it appears as if true achievement of this step and E4 will happen when the State is able to provide data regarding how this new system is assisting the counties in appropriately identifying cases for TPR.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:** Attached SSMT 03-03.

**BARRIERS TO ACHIEVEMENT:**

**Current data is not available. Contract needs to be put in place to develop this new feature in the CPPRS for DHR.**

**2<sup>nd</sup> Quarter Federal Response:** Will this impact completion date?

**3<sup>rd</sup> Quarter Georgia's Reply:** No. Goal Achieved.

|                         |                        |  |                              |
|-------------------------|------------------------|--|------------------------------|
| <b>E4 ACTION STEPS:</b> |                        | Develop measures to determine that TPR is filed according to ASFA and policy (this action step was previously attached to the above strategy in the 1 <sup>st</sup> quarter report):<br>Develop capacity within CPRS or another reporting system to produce an exception report when TPR and non-reunification are not filed timely. |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b> |
| Dec. 2002               | June 2004              | Michelle Barclay, Kelli Stone, Evaluation & Reporting Section  | Timely filing of TPR         |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Same as above.**

Work committee to review current data systems to determine if this data is available in either CPRS or AFCARS and if not, to establish data elements needed for exception report. A meeting will be scheduled within the next quarter after work group is established.

**2<sup>nd</sup> Quarter Report: Partially Achieved.** No report is due for this quarter.

A work committee reviewed the CPRS and proposed a way to capture this information in the CPRS as a data element and as a report.

**3rd Quarter Report:** No report. See 2<sup>nd</sup> Quarter Response

**4<sup>th</sup> Quarter Report:** System reporting feature to be available upon completion of the CPRS by 12-31-03. Reporting system to produce an exception report should be in place by the 5<sup>th</sup> quarter report.

**4<sup>th</sup> Quarter Federal Response:** The measurable benchmark for this action step is “timely filing of TPR.” Does the State have a baseline?

**BARRIERS TO ACHIEVEMENT:**

Current data is not available. Contract needs to be put in place to develop this new feature in the CPRS for DHR.

**4<sup>th</sup> Quarter:** No barrier

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>E5 ACTION STEPS:</b> |                        | <b>Develop strategies in partnership with the law department that will urge the SAAGS to file TPR within 30 days of receipt of complete legal services referral and prepare court orders within 15 days of termination hearing:</b><br>Develop a referral packet for counties to use to properly put together a legal referral. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2002               | July 2004              | Vivian Egan, Linda Doster, DFCS Social Services Section   | Decrease in length of time to file TPR.<br>Development of legal services referrals and protocol packets, which will be incorporated into policy and distributed to county departments and SAAGS. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Federal Response:** What can we have to show it has been accomplished?

**3<sup>rd</sup> Quarter Report: Goal achieved.** Policy has been reviewed and finalized. Print/Distribution process began April 2003. Meetings are scheduled into the next quarter with the Attorney General's DHR, courts, Office of Child Advocate and the Governor's legal counsel.

**4<sup>th</sup> Quarter Federal Response:** This step is noted as achieved based on development of policy and protocol packets. However, there is also a measurable benchmark of decreasing length of time to file TPR. Was this benchmark (also the goal for this work plan) placed in this step in error? If not, State must show progress on this benchmark as well, before this step is noted as achieved.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

Attached SSMT 03-01 dated 4-21-03 that included protocol packets.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>E6 ACTION STEPS:</b> |                        | Develop strategies in partnership with the law department that will urge the SAAGS to file TPR within 30 days of receipt of complete legal services referral and prepare court orders within 15 days of termination hearing:<br>Develop a protocol for counties to report overdue petitions and court orders to DFCS Legal Services to address with law department. Problems in complying with this requirement will be reported to the Commissioner. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>            |
| Sept. 2002              | July 2004              | Vivian Egan, Linda Doster, DFCS Social Services Section   | Decrease in length of time to file TPR. |

**ACCOMPLISHMENTS:**

**Goal achieved and ongoing.**

As of August 2002, reports of delayed court orders are received from county departments on existing forms used to monitor Title IV-E



compliance. Delays are reported to the Law Department by the Legal services Office. A form to be used by counties to report delayed terminations will be prepared and included in the Foster Care manual distributed to county departments.

**4<sup>th</sup> Quarter Federal Response:** This step is noted as achieved based on development of policy and protocol packets. However, there is also a measurable benchmark of decreasing length of time to file TPR. Was this benchmark (also the goal for this work plan) placed in this step in error? If not, State must show progress on this benchmark as well, before this step is noted as achieved.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>E7 ACTION STEPS:</b> |                        | Develop strategies in partnership with the law department that will urge the SAAGS to file TPR within 30 days of receipt of complete legal services referral and prepare court orders within 15 days of termination hearing:<br>Urge the law departments to increase number of SAAGs to reduce delays created by backlog of cases. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>            |
| April 2002              | Jan. 2004              | Vivian Egan, Linda Doster, DFCS Social Services Section  | Decrease in length of time to file TPR. |

**ACCOMPLISHMENTS:**

**Goal achieved and ongoing.**

Six new SAAGs have been appointed since July 2002.

**4<sup>th</sup> Quarter Federal Response:** This step is noted as achieved based on development of policy and protocol packets. However, there is also a measurable benchmark of decreasing length of time to file TPR. Was this benchmark (also the goal for this work plan) placed in this step in error? If not, State must show progress on this benchmark as well, before this step is noted as achieved.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>E8 ACTION STEPS:</b> |                        | Develop strategies in partnership with the law department that will urge the SAAGS to file TPR within 30 days of receipt of complete legal services referral and prepare court orders within 15 days of termination hearing: Provide new SAAG training and manuals on specialized legal issues and procedures associated with TPR every 18 months. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                |
| August 2002             | Jan. 2004              | Vivian Egan, Linda Doster, DFCS Social Services Section  | Provision of specialized training to SAAGS. |

**ACCOMPLISHMENTS:**

**Goal achieved and ongoing.**

The legal manuals were distributed and training held on August 21, 2002. Thirty-eight (38) new SAAGs appointed since 2000 attended. The legal manual was provided to all SAAGs.

**BARRIERS TO ACHIEVEMENT:**

*Goal: Reduce lengthy time periods to finalize adoptions.*

|                         |  |  |  |
|-------------------------|--|--|--|
| <b>E9 ACTION STEPS:</b> |  | <b>Determine statutory changes needed that will impact length of time to achieve adoption:</b><br>Recommend change to Chapter 19-8 of the O.C.G.A. to allow state and agency adoptions to be heard 15 -- 30 days from filing of petition (rather than the current minimum of 60 days). |  |
|-------------------------|--|--|--|

| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS  |
|------------|-----------------|--|--|
| July 2002  | July 2004       | DFCS Social Services, Vivian Egan, LaMarva Ivory, Office of Adoptions, Legislation Team, and, Jim Martin | Introduction of statutory change.<br>Passage of statutory change |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Same as below.**

**2<sup>nd</sup> Quarter Report: Partially Achieved. No report is due for this quarter.** Office of Adoptions submitted proposal of recommended changes to Chapter 19-8 of the O.C.G.A to the DHR Commissioner's Office in August 2002. The recommendation was approved by the Governor's Office and has been drafted and included as a part of other proposed legislation to change the Adoptions Code. Proposed changes have been presented to the General Assembly and are awaiting a final vote.

**2<sup>nd</sup> Quarter Federal Response:** [How will this impact meeting due date of 7/04.](#)

**3<sup>rd</sup> Quarter Report: Achieved** Senate Bill 192 was introduced and passed to allow 'uncontested adoption petitions should be heard as soon as possible but not later than 120 days...' O.C.G.A. 19-8-14 (a)

**Georgia's Reply:** Goal Achieved

**4<sup>th</sup> Quarter Federal Response:** [State should clarify how the Senate Bill 192, as stated, actually decreases the length of time to adoptions hearings. The Senate Bill says “uncontested adoption petitions should be heard as soon as possible but not later than 120 days...” The State wanted the hearings to occur 15-30 days from filing of petition.](#)

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:** Attached summary of SB192 from Georgia General Assembly Web Site

**BARRIERS TO ACHIEVEMENT:**

\_\_\_\_\_

|                          |   |  |   |
|--------------------------|---|--|---|
| <b>E10 ACTION STEPS:</b> |   | <b>Determine statutory changes needed that will impact length of time to achieve adoption (this action strategy was previously attached to the above strategy):</b><br>Recommend change to section 15-11-103(d) of the O.C.G.A. to require post termination reviews every six months rather than annually. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| June 2002                | <p>May 2002 (completed)<br/>Previously reported completed May 2002. This completion was reported in error. Requesting approval to re-negotiate completion date to June 2004.</p> <p>Provide reason(s) for requesting extension.</p> <p><b>Georgia's Reply:</b><br/>See 3rd Quarter Report for explanation.</p> <p><b>3rd Quarter Federal Response:</b><br/>Identify alternate action step/s or indicate how this action step would not impact the overall goal of achieving substantial</p> | DFCS Social Services, Vivian Egan, LaMarva Ivory, Office of Adoptions, Legislation Team, and, Jim Martin   | <p>Introduction of statutory change.</p> <p>Passage of statutory change</p> |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Same as 2nd Quarter Report and below.**

**2<sup>nd</sup> Quarter Report: Partially Achieved. No report is due for this quarter.** Office of Adoptions submitted proposal of recommended changes to Chapter 19-8 of the O.C.G.A to the DHR Commissioner's Office in August 2002. The recommendations were forwarded to the Governor's Office for consideration. As of April 2003, this proposed change has not been included in any legislation presented to the General Assembly. A sponsor has not been secured. Current plans are to reconvene group to discuss need for statutory change and discuss alternatives to achieve goals.

**3<sup>rd</sup> Quarter Report:** 2003 Legislative session ended without introduction of this proposed change. An extension was requested so action step could be reviewed by workgroup to determine its appropriateness. Additionally, Georgia's General Assembly will not reconvene until January 2004.

**4<sup>th</sup> Quarter Report:** Office of Adoptions has again submitted proposal of recommended changes to Chapter 19-8 of the O.C.G.A. to be considered for legislative priorities for the 2004 General Assembly Session which begins January 2004. We are currently complying with court order for annual review and policy requires an administrative review every 6 months. If we can't accomplish court review semiannually through legislation, the Model Court Project has already incorporated more stringent standards that require review every three months for Juvenile Court Judges. Refer to document presented in Action Step E. 24.

**BARRIERS TO ACHIEVEMENT:**

Changes to Code require Legislative approval; Changes in State government Leadership have caused delay in new legislation being introduced; Securing a legislator to sponsor proposed changes; Legislative session will end without proposed legislation being introduced; Varying opinions and concerns over need for this statutory change

**2<sup>nd</sup> Quarter Federal Response:** Will these activities just not be accomplished, if legislative approval is not granted?  
**Georgia's Reply 3<sup>rd</sup> Quarter:** Statutory changes cannot occur without legislative approval.

|                          |                        |   |   |
|--------------------------|------------------------|---|---|
| <b>E11 ACTION STEPS:</b> |                        | <b>Include post termination requirements in CPRS review:</b><br>Develop prototype of CPRS that includes specific elements of adoption policy. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                                  |
| Jan. 2002                | Dec. 2002              | Michelle Barclay, Kelli Stone, Office of Adoptions  | Development of prototype and implementation of pilot project. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially achieved.** Prototype developed and being implemented statewide. Several reports developed within CPRS to find all reunification, non-reunification or concurrent case plans by county and by date. In addition, an online adoption checklist has been developed within CPRS so that counties and the state can track the progress of a child post termination via the caseworker checking off the tasks on the checklist.

**2<sup>nd</sup> Quarter Report: Goal Achieved.** A prototype was developed and is being implemented statewide. Several reports developed within CPRS to find all reunification, non-reunification or concurrent case plans by county and by date. In addition, an online adoption checklist has been developed within CPRS so that counties and the state can track the progress of a child post termination via the caseworker checking off the tasks on the checklist.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show completion? See documentation below.](#)

**3<sup>rd</sup> Quarter: Goal Achieved.** A prototype was developed and is being implemented statewide. Several reports developed within CPRS to find all reunification, non-reunification or concurrent case plans by county and by date. In addition, an online adoption checklist has been developed within CPRS so that counties and the state can track the progress of a child post termination via the caseworker checking off the tasks on the checklist.

**4<sup>th</sup> Quarter Federal Response:** [For this step, E12 and E13, progress narratives for all 3 quarters are exactly the same despite the fact that progress is noted as “partially achieved” and “achieved.”](#)

**DOCUMENTATION PROVIDED 3<sup>rd</sup> Quarter:** Attached screen print of prototype.

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |   |
|--------------------------|------------------------|---|---|
| <b>E12 ACTION STEPS:</b> |                        | <b>Include post termination requirements in CPRS review:</b><br>Pilot in Dekalb County. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Mar. 2002                | July 2002              | Michelle Barclay, Kelli Stone, Office of Adoptions                                      | Measure of success of utilization in pilot area for improved outcomes.<br>Measure the effectiveness of the new information provided by CPRS for judicial decision making by qualitative interviews with judges. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The prototype, including adoption policy, was piloted in Dekalb County. It is now being implemented statewide. Both panel and court reviews can now be completed on line within the CPRS system for all staff with access to view. An adoption checklist has been added for children who are post-termination and awaiting adoption. A users group of the CPRS made up of judges and caseworkers is being established. The first phone conference/meeting for the group will occur in January 2003.

**2<sup>nd</sup> Quarter Report: Goal Achieved.** The prototype, including adoption policy, was piloted in Dekalb County. It is now implemented statewide. Both panel and court reviews can now be completed on line within the CPRS system for all staff with access to view. An adoption checklist has been added for children who are post-termination and awaiting adoption. A users group of the CPRS made up of judges and caseworkers is being established. The first phone conference/meeting for the group occurred in January 2003.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show completion? Georgia Reply 3<sup>rd</sup> Quarter: See DOCUMENTATION](#)

**3<sup>rd</sup> Quarter Report: Achieved.** The prototype, including adoption policy, was piloted in DeKalb County. It is now implemented statewide. Both panel and court reviews can now be completed on line within the CPRS system for all staff with access to view. An adoption checklist has been added for children who are post-termination and awaiting adoption. A users group of the CPRS made up of judges and caseworkers is being established. The first phone conference/meeting for the group occurred in January 2003.

**4<sup>th</sup> Quarter Federal Response:** For this step, E12 and E13, progress narratives for all 3 quarters are exactly the same despite the fact that progress is noted as “partially achieved” and “achieved.” Noted as achieved but no information is given regarding impact of this system in pilot county (measurable benchmark). For this step to be achieved, State has to provide some information regarding effectiveness of this CPRS enhancement in improving outcomes.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:** Attached screen print of prototype

**BARRIERS TO ACHIEVEMENT:**



|                          |                        |   |   |
|--------------------------|------------------------|---|---|
| <b>E13 ACTION STEPS:</b> |                        | <b>Include post termination requirements in CPRS review:</b><br>Reviews should be completed by agency staff and provided to judges at time of post termination reviews. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| July 2002                | June 2004              | Michelle Barclay, Kelli Stone, Office of Adoptions  | Measure the effectiveness of the new information provided by CPRS for judicial decision making by qualitative interviews with judges. |

**ACCOMPLISHMENTS:**

- 1<sup>st</sup> Quarter Report: Partially Achieved.** Qualitative interviewing of usage and functionality of the judges began in February 2003.
- 2<sup>nd</sup> Quarter Report:** Usage of the system has increased monthly. Feedback has come forth and has produced one report of requests for changes to better serve their business process. A second focus group feedback session for the CPRS is scheduled for Friday, April 18, 2003 and a 2<sup>nd</sup> report will be produced from that session.
- 3rd Quarter Update:** Surveys from the judges indicate they are not yet using the aftercare information as a part of their case management business process. CPRS is in the early adoption phase by the courts and therefore the primary use and training of the system is on active case plans for non-terminated cases. More focused training and use of the aftercare plan feature is needed in order



to assess its effectiveness. That initiative will be forthcoming in 2004. It is anticipated that more work will need to be done in CPRS to accommodate the business process of the courts regarding aftercare plans. For example, the ability to print aftercare plans in a formal report will likely be required.

**4<sup>th</sup> Quarter Report:** Training on use of the post termination requirements is ongoing. A Juvenile Court Judge has joined the staff's training efforts thus helping tremendously. Better printing functionality needs to be put in place to help the users. Plans are to address this need once the CPRS is completed 12-31-03.

**4<sup>th</sup> Quarter Federal Response:** For this step, E12 and E13, progress narratives for all 3 quarters are exactly the same despite the fact that progress is noted as "partially achieved" and "achieved."

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |   |
|--------------------------|------------------------|---|---|
| <b>E14 ACTION STEPS:</b> |                        | <b>Examine foster care and adoption policy requirements for impact on length of time to achieve adoption:</b><br>Evaluate policy requirements regarding reducing length of supervision for uncomplicated state adoption placements. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Sept. 2002               | June 2004              | Office of Adoptions   | Complete and distribute manual transmittals reflecting needed policy changes. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** An adoption policy review team has been established. Consideration of this item is slated for discussion in the 1/09/03 meeting.

**2<sup>nd</sup> Quarter Report:** **Goal Achieved.** The policy changes were completed and the revised policy manual was distributed to the field on March 27, 2003.

**2<sup>nd</sup> Quarter Federal Response:** What can the State give us to show completion? Did you evaluate policy requirements regarding reducing length of supervision for uncomplicated State adoption placements?

**Georgia's Reply 3<sup>rd</sup> Quarter:** Yes, we did evaluate the policy regarding supervision and considered strategies to reduce length of supervision period for uncomplicated placements, especially of younger children. See Documentation.

**3<sup>rd</sup> Quarter Report:** Achieved. The policy changes were completed and the revised policy manual was distributed to the field on March 27, 2003.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:** Attached Office of Adoptions Policy Manual Transmittal No. 03-01 distributed to County DFCS on 3/27/03

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |  |  |
|--------------------------|------------------------|--|--|
| <b>E15 ACTION STEPS:</b> |                        | Examine foster care and adoption policy requirements for impact on length of time to achieve adoption: Change Office of Adoptions requirements regarding approval for contracting child life histories to allow request at time of legal service referral. |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2002                | June 2004              | Office of Adoptions  | Reduction in time from TPR to registration of Life History and in time from placement to finalization. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** An adoption policy review team has been established. Consideration of this item is slated for discussion in the 1/09/03 meeting.

**Achieved.** In July 2002, Office of Adoptions amended policy and issued a memorandum to county DFCS offices informing that funds to contract child life histories could be requested at the time the request is made to the county's SAAG to prepare a petition for

termination of parental rights. The changes were also incorporated into the new Adoptions policy manual that will be distributed to DFCS staff.

**3rd Quarter Report: Achieved.** In July 2002, Office of Adoptions amended policy and issued a memorandum to county DFCS offices informing that funds to contract child life histories could be requested at the time the request is made to the county's SAAG to prepare a petition for termination of parental rights. The changes were also incorporated into the new Adoptions policy manual that was distributed to DFCS staff.

The Office of Adoptions through the Regional Adoption Coordinators provided training on the policy requirements (Manual Transmittal 03-01 of 3/27/03) to adoption staff throughout the state during May and June 2003 and will continue to provide policy training as needed. The Adoption policy has been integrated into practice curriculums, Adoption Support and Preservation Curriculum and Child Assessment and Preparation Curriculum. ASAP/Policy is a five-day curriculum and CAP/Policy is a four-day curriculum. Three sessions of each was provided to staff during the quarter March-June 2003. This curriculum will continue to be available to new staff providing adoption placement/resource development through a contract with a private contract provider and will be available at intervals during the year.

**4<sup>th</sup> Quarter Federal Response:** Noted as achieved based on policy revision and completion of training. However, has this shown to be effective in reducing time from TPR to registration and from placement to finalization (measurable benchmark)?

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

Attached Office of Adoptions Policy Manual 03-01 distributed to County DFCS on 3/27/03.

**BARRIERS TO ACHIEVEMENT:**



|                          |  |
|--------------------------|--|
| <b>E16 ACTION STEPS:</b> | Examine foster care and adoption policy requirements for impact on length of time to achieve adoption:<br>Make addition to six month CPRS instrument to require agency to report steps taken to achieve permanency goal. |
|--------------------------|--|

| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S)         | MEASURABLE BENCHMARKS  |
|------------|-----------------|-------------------------------|--|
| Mar. 2002  | Mar. 2003       | Michelle Barclay, Kelli Stone | Measure the effectiveness of the new information in the CPRS for judicial and agency decision making for permanency by qualitative interviews. |

**ACCOMPLISHMENTS:**

**Goal Achieved.** The CPRS has been amended to include functionality allowing the agency to document steps toward achieving the permanency goal. This information is located in the Aftercare section of CPRS.

**4<sup>th</sup> Quarter Federal Response:** Noted as achieved based on amendment of CPRS. However, the State will need to report on the effectiveness of this information in decision-making for permanency.

**BARRIERS TO ACHIEVEMENT:**

*Goal: DFCS to expedite movement of children from foster care to adoption finalization*

|                          |   |
|--------------------------|---|
| <b>E17 ACTION STEPS:</b> | <p><b>Develop a court order tracking system to verify full reporting of free children by county offices (until implementation of SACWIS):</b><br/>         Notice to counties, Field Directors and Social Services Director on quarterly basis when child is unreported. Counties will be required to comply with policy regarding unreported children.</p> |
|--------------------------|---|

| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S)               | MEASURABLE BENCHMARKS               |
|------------|-----------------|-------------------------------------|-------------------------------------|
| Feb. 2002  | June 2003       | Office of Adoptions, Juvenile Court | Existence of an operational system. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Federal Response:** Any projected date that the system would be in place?

**Georgia's Reply:** System in place as of 6-30-03.

**3<sup>rd</sup> Quarter Report: Goal Achieved.** The development of an operational system complete and the first report completed 6-30-03.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

Refer to screen print and the text of three notification letters to the county DFCS offices.

**BARRIERS TO ACHIEVEMENT:**



|                          |                        |   |  |
|--------------------------|------------------------|---|--|
| <b>E18 ACTION STEPS:</b> |                        | <b>Develop a court order tracking system to verify full reporting of free children by county offices (until implementation of SACWIS):</b><br>Referrals will be made to Consultation & Support (C&S) and Regional Adoption Coordinators (RACs) for follow up. |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2002               | June 2004              | Office of Adoptions   | Early identification of children whose parental rights have been terminated. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report: Partially Achieved.** Initial development completed. Currently developing reports to verify data, test tracking and test data extractions.

**2<sup>nd</sup> Quarter Federal Response:** *Any projected date that the system would be in place?*

**2<sup>nd</sup> Quarter Federal Response:** *Will this be achieved by 6/04?*

**Georgia's Reply 3<sup>rd</sup> Quarter:** Yes

**Georgia's Reply 3<sup>rd</sup> Quarter:** 06-30-03 for the tracking and by June 2004 for the referral system to Consultation and Support and the Regional Adoption Coordinators.

**3<sup>rd</sup> Quarter Report:** The development of an operational system has been completed and the first report was run 06-30-03. The next phase will be the development of a referral system to Consultation & Support and Regional Adoption Coordinators (RACs) for follow up to facilitate timely registration of children.

**4<sup>th</sup> Quarter Report: Goal Achieved.** The reports are being run with copies to Consultation & Support and Regional Adoption Coordinators for follow up.

**4<sup>th</sup> Quarter Federal Response:** Noted as achieved. However, has the review instruments been revised to include these new standards (measurable benchmark)?

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:** Attached copies of Notice of TPR letters.

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |  |
|--------------------------|------------------------|---|--|
| <b>E19 ACTION STEPS:</b> |                        | <b>Office of Adoptions will provide DFCS and Social Services Directors, Field Directors and County Directors with quarterly reports of overdue life histories:</b><br>Standards of accountability for compliance with policy regarding Life History registration will be developed. |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| July 2002                | June 2004              | Field Directors; Juanita Blount-Clark;<br>Foster Care Unit  | Revision and utilization of review instruments to include newly developed standards. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report: Partially Achieved.** A meeting held to establish a tentative standard (80%) of compliance. Additional meetings need to be held to determine actions to incorporate the developed standards into performance management plans.

**3<sup>rd</sup> Quarter Report: Achieved.** The E & R Social Services Review Guide was updated 4/03 and now includes a component to review timely completion and registration of child life history. Refer to Review Guide Document.

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |  |
|--------------------------|------------------------|---|--|
| <b>E20 ACTION STEPS:</b> |                        | <b>Office of Adoptions will provide DFCS and Social Services Director, Field Directors and County Directors with quarterly reports of overdue life histories:</b><br>Standards of accountability will be included as an element in staff Performance Management Plan (PMP). |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| July 2002                | Sept. 2003             | Field Directors; Juanita Blount-Clark; Foster Care Unit   | Revision and utilization of review instruments to include newly developed standards. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Federal Response:** [Any accomplishment in this action step?](#)

**Georgia's Reply:** Yes

**3<sup>rd</sup> Quarter Report:** Standards have been included in the revised (5/27/03) version of the County Director's Performance Management Form (PMF) which states the performance expectation is: 'After TPR, child's completed life history will be registered in the Office of Adoptions within six months. (State Standard 100%)'.

**4<sup>th</sup> Quarter Report:** Goal Achieved 3<sup>rd</sup> Quarter. Refer to County Director PMF submitted 3<sup>rd</sup> quarter. We also plan to work toward inclusion in the caseworkers PMF.

**4<sup>th</sup> Quarter Federal Response:** Noted as achieved. [However, has the review instruments been revised to include these new standards \(measurable benchmark\)?](#)

**DOCUMENTATION PROVIDED 3<sup>rd</sup> Quarter:**

County Director Performance Management Form (PMF)

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |  |
|--------------------------|------------------------|---|--|
| <b>E21 ACTION STEPS:</b> |                        | <b>Office of Adoptions will provide DFCS and Social Services Director, Field Directors and County Directors with quarterly reports of overdue life histories:</b><br>Overdue life history reports will be shared with Office of Adoptions and DFCS Directors and Commissioner on a quarterly basis. |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Feb. 2002                | Feb 2002 (completed)   | Field Directors;, Juanita Blount-Clark;, Foster Care Unit   | Revision and utilization of review instruments to include newly developed standards. |

**ACCOMPLISHMENTS:**

**3<sup>rd</sup> Quarter Report: Achieved.** Overdue Life History Reports were distributed to DFCS Social Services Director, Field Directors & County Directors in January, June & November 2002 and February, May 2003. In January, the report included a total of 394 overdue life histories. The latest report dated 5-16-03 indicates the number fell to 244 or decrease of 38%.

**DOCUMENTATION PROVIDED 4th Quarter:**

Refer to attached memos to the County Directors dated 6-11-02, 11-25-02, 2-18-03, and 5-16-03.

**BARRIERS TO ACHIEVEMENT:**



**Goal: Determine if court delays are impacting length of time to achieve adoption.**

|                          |                        |   |  |
|--------------------------|------------------------|---|--|
| <b>E22 ACTION STEPS:</b> |                        | Court Improvement Project (CIP) will complete assessment of juvenile court processes through surveys and interviews of judges and case file review to identify specific barriers.<br><br>What are you going to do about the barriers identified in this report? |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| June 2002                | Sept. 2002             | Michelle Barclay, Doris Walker  | Identification of barriers and needs.<br>Report of findings and recommendations. |

**ACCOMPLISHMENTS:**

**Goal Achieved.**

A report was completed in January 2003 and is posted on the CIP website:

<http://www.state.ga.us/courts/supreme/cpp/>

**4<sup>th</sup> Quarter Federal Response:** Noted as achieved but State did not respond to RO’s question about what they will do about the barriers identified in the CIP report. The goal for this and subsequent steps is: “Determine if court delays are impacting length of time to achieve adoption.”

**BARRIERS TO ACHIEVEMENT:**

|                          |   |  |   |
|--------------------------|---|--|---|
| <b>E23 ACTION STEPS:</b> |   | Enhance existing Adoptions A-file system to evaluate and identify whether delays are occurring between filing for adoption and finalization. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| March 2002               | June 2003<br>Requesting approval to change this completion date to October 2003<br>If extension is granted, is it sure to be done by October?<br>Georgia's Reply: We are on target for completion in Oct. 2003. | Office of Adoptions, IT Section, Contractor (would require funding)  | Addition of needed data elements.<br>Evaluate data to determine significance of court delays in finalization. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report:** Partially Achieved. Project on track for October completion.

**3<sup>rd</sup> Quarter Report/Status:** The Adoptions Documentation and Analysis project is 64% complete. The project was projected to be finished on September 26, 2003. However, the project has fallen behind due to the gathering of business rules taking longer than expected, key personnel working on AFCARS reporting, and key personnel working on management reports. The business rules were due to be complete on 12/19/2002, but due to the unavailability of staff (vacations, meetings, etc.), this task was not complete until February. Also, some processes had to be re-evaluated two or three times. We also fell behind during the documentation of the base reports. The AFCARS reporting and management reports were of a higher priority and needed to be completed. During these delays, we performed other tasks that were not dependent on the staff of the Office of Adoptions. The business rule task gave us the biggest hit in which we have not yet recovered. We are making every effort to finish this project on target. There were some tasks that did not take as long to complete as estimated. Some time was recovered during those tasks. We hope to gain more ground while completing future tasks. We also hope to minimize any further delays.

**4<sup>th</sup> Quarter Report: Goal Achieved.** The enhancements to the A-File system have been completed. This will enable the Office of Adoptions to run reports to evaluate and identify whether delays are occurring between filing for adoption and finalization. Target date for first report is January 2004 for period of October through December 2003.

**4<sup>th</sup> Quarter Federal Response:** Enhancements to the A-File system completed. Target date for first report, that evaluates whether delays are occurring between filing for adoption and finalization, is January 2004. **This step is noted as achieved by State but until the report is received, ACF cannot note it as achieved.**

**DOCUMENTATION PROVIDED 4<sup>th</sup> Quarter:**

Attached screen print of A-File Database to show addition of 'Filing Date' field.

**BARRIERS TO ACHIEVEMENT:**

|                          |                            |  |  |
|--------------------------|----------------------------|--|--|
| <b>E24 ACTION STEPS:</b> |                            | Convene group of stakeholders, including judges, caseworkers, supervisors, SAAGS, CASAS, GALs, and panel volunteers to develop strategies to resolve problems and support achievements identified. |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b>     | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                     |
| May 2002                 | October 2002<br>Sept. 2002 | Michelle Barclay, Vivian Egan  | A Report identifying problems will be completed. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report: Goal Achieved.** A meeting of model court stakeholders, including judges, caseworkers, supervisors, SAAGs, CASAs, GAL and panel volunteers from all over the state took place on December 2, 2002 in Dublin County, Georgia. From that work, a report entitled: *Best Practices on Adoption Issues* was completed and will be distributed for publication on May 4, 2003 at the Juvenile Court Judge's Spring Conference. This report identifies current problems and proposes best practices for overcoming those problems and achieving permanency for children.

The report will be posted on the CIP website [www.georgiacourts.org](http://www.georgiacourts.org) (select Supreme Court/Child Placement project) after the conference.

**2<sup>nd</sup> Quarter Federal Response:** *What can the State give us to show completion?*

**3<sup>rd</sup> Quarter Report/Georgia's Response:** Achieved. Refer to attached report, 'Best Practices in Termination and Adoption Cases'.

**4<sup>th</sup> Quarter Federal Response:** *Achieved but what will the State do with the information gathered in this report, “Best Practices on Adoption Issues?”*

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |   |
|--------------------------|------------------------|---|---|
| <b>E25 ACTION STEPS:</b> |                        | Monitor new pilot project taking place in Fulton County where Superior Court Judges have delegated adoption jurisdiction to Juvenile Court Judges for adoption cases where the deprivation petition originated in the juvenile court. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| May 2002                 | December 2002          | Michelle Barclay  | A qualitative report will assess the impact of the pilot to determine if the delegation is beneficial for adoptions and any other impact on the child welfare system. Recommendation for statewide implementation will follow if appropriate. |

**ACCOMPLISHMENTS:**

**3<sup>rd</sup> Quarter Report:** Goal Achieved. The pilot project in Fulton has been monitored. Only 30 adoptions have been done this past year. Since so few adoptions have been done, delegation of jurisdiction appears to have made very little change in the time from TPR to adoption. This monitoring will continue and we hope to examine this jurisdiction delegation in another county this year.

4<sup>th</sup> Quarter Federal Response: State should provide a copy of the qualitative report, and if possible, continue to monitor effectiveness of pilot in another county.

**BARRIERS TO ACHIEVEMENT:**

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*Goal: Inform foster parents of service options available to them if they adopt.*

|                          |                        |  |  |
|--------------------------|------------------------|--|--|
| <b>E26 ACTION STEPS:</b> |                        | Provide Adoption Assistance Handbook and information regarding accessing Post Adoption Services to all foster care and adoption MAPP participants. |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Mar. 2002                | June 2003              | Gail Greer, Adoption Support and Resource Center   | All prospective adoptive parents will have information regarding post adoption services available to them. |

**ACCOMPLISHMENTS:**

Achieved. See below

4<sup>th</sup> Quarter Federal Response: How many families received this packet and how will the State continue to ensure that informational packets are provided?

**BARRIERS TO ACHIEVEMENT:**

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|                          |                        |  |                               |
|--------------------------|------------------------|--|-------------------------------|
| <b>E27 ACTION STEPS:</b> |                        | At time of signing of the Form 33/37 Placement Agreement, provide a packet of information from the Georgia Center for Adoption Resources and Support that will assist families in identifying post adopt services, support groups, community resources and events relating to adoption. Packets will include copies of the Adoption Assistance Handbook. |                               |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| Feb. 2002                | June 2003              | Gail Greer   | Information packets provided. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> 2<sup>nd</sup> and 3<sup>rd</sup> Quarter Reports: Achieved.** Each region in the state has been provided with the number of packages they requested to satisfy accomplishing this step. They signed for the packets and the signed copies were given to the Regional Advisors for the Center for Adoption Resources and Support. A letter was sent to each county in August 2002 regarding distribution to all prospective foster and adoptive parents at: MAPP; the signing of the form 150; or at the time of the signing of the adoptive placement agreement. Verification that the family received this information is required. Each packet is to be signed by the recipient and the form sent to the Office of Adoptions.

**4<sup>th</sup> Quarter Federal Response:** [How many families received this packet and how will the State continue to ensure that informational packets are provided?](#)

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

Refer to Office of Adoptions Policy Manual Transmittal No. 03-01 distributed to the county DFCS on 3-27-03.

**BARRIERS TO ACHIEVEMENT:**

\_\_\_\_\_

## Work Plan Detail F -- Item 10, Permanency Goal of Other Planned Permanent Living Arrangement

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>F1 ACTION STEPS:</b> |                        | Enhance the content of MAPP training and annual training at the Foster Parent Institutes to include other roles for foster parents to assist children in developing permanency living arrangements.<br>Evaluation: Survey sampling will reveal if training is successful. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Mar. 2002               | Dec. 2002              | Placement Resource Development Unit, Jayne Bachman, Resource Development Workers, TA: Ed Fuller   | Foster parents will understand the difference between the various permanency goals and all of their potential roles in child's life (such as long-term foster care by agreement). |

### ACCOMPLISHMENTS:

**This action step is achieved.** Multiple focus groups and training workshops have supported the need for ongoing training to foster parents to discuss permanency plans. Emphasis on 'other planned living arrangement' has yielded an awareness and willingness to explore this alternative for children. This will be an ongoing training workshop at future Foster Parent Development Institutes.

**4<sup>th</sup> Quarter Federal Response:** The State reports that “multiple focus groups and training workshops have supported the need for ongoing training to foster parents to discuss permanency plans.” However, the actual goal of F1 is to “enhance the content of MAPP training and annual training at the Foster Parent Institute...” We need to know if State has actually enhanced the training, and if so, in what ways.

### BARRIERS TO ACHIEVEMENT:

|                         |  |
|-------------------------|--|
| <b>F2 ACTION STEPS:</b> | Revise new worker and supervisor training as well as on-going training content to include a higher documentation standard for this permanency goal.<br>Evaluation: Case files showing choices of emancipation or long term foster care will show thorough documentation of compelling reasons. |
|-------------------------|--|

| START DATE | COMPLETION DATE  | RESPONSIBLE PERSON(S)                                      | MEASURABLE BENCHMARKS   |
|------------|--|--|---|
| June 2001  | Sept. 2003<br><b>3rd Quarter:</b><br>Because of delays imposed through the contracting and RFP process we request ACF Approval to change date to July 2004<br><b>3rd Quarter Federal Response:</b><br>We anticipate to measure your progress in this area by the end of 4th Qtr. | Geraldine Jackson-White, County Supervisors, TA: Ed Fuller | Revised new worker and supervisor training as well as on-going training content to include a higher documentation standard for the permanency option long-term foster care. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Child Welfare curriculum is being reviewed by state and county staff. The documentation chapter was placed on line and includes a detailed accounting of what is expected in documenting all social services cases.

**2<sup>nd</sup> Quarter Report:** No report is due this quarter.

**2<sup>nd</sup> Quarter Federal Response:** [Are you on track to have this done by September?](#)

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** A draft of the competencies were reviewed and received input from the Advisory Committee in November 2002. The DFCS Professional Development Section in consultation with an external consultation group combined the feedback from the Advisory Committee and providing their input developed the Georgia specific competencies based upon the CWLA competencies. The final listing of Georgia specific competencies for new worker curriculum was completed in the spring quarter 2003. The Professional Development Section currently has the Curriculum Plan for Competency Based Core Curriculum for Child Welfare Case Managers. This Plan represents the content and the process for the final curriculum.



**4<sup>th</sup> Quarter Report:** Achieved. Policy has been revised and distributed to field staff.

**4<sup>th</sup> Quarter Federal Response:** The goal is to “revise new worker and supervisor training as well as on-going training content to include a higher documentation standard...” However, when indicating that this goal has been achieved, the State concludes that “policy has been revised and distributed to field staff.” The goal was to revise new worker and supervisor training. Has this been accomplished?

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:** Competency-Based Core Curriculum for Child Welfare Case Managers Core 1, 2, 3, Trainer's Manual

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>F3 ACTION STEPS:</b> |                        | Review all guardianship laws in Georgia to determine if any changes are needed to allow for greater compliance with the permanency goals established by ASFA. (Guardianship as defined by ASFA includes all legal arrangements that are permanent and self-sustaining, thus the relationship outlives the jurisdiction of a court).<br>Evaluation: DHR will propose changes in guardianship laws as necessary. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2002              | Mar. 2004              | Vivian Egan, TA: Karen Worthington   | A report on the current state of guardianship laws will be prepared. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Ongoing research and dialogue is occurring to identify what is being done in other states and what practice issues are being used or prohibiting courts in Georgia from utilizing this permanency plan option.

**2<sup>nd</sup> Quarter Report:**-No report is due this quarter.

**2<sup>nd</sup> Quarter Federal Response:** [What is the status?](#)

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** Senate Bill 236 was passed during the past legislative session. This bill allows for the placement of children, post termination of parental rights, in the home of a guardian that is appointed by the court. Further dialogue with DFCS SAAG's required during the next training to assure that the use of this provision in the law is use, if applicable, and allows for children to achieve permanency.

**4<sup>th</sup> Quarter Report:** **Achieved**

**4<sup>th</sup> Quarter Federal Response:** The goal was to review GA guardianship laws to determine if changes are needed to allow for greater compliance with ASFA. The State concludes that this goal has been achieved because Senate Bill 236 was passed which allows for placement of children, post TPR, in the home of a guardian that is appointed by the court. State needs to clarify how the passage of this law is helping the State achieve greater compliance with ASFA. For example, if a TPR has been achieved, why wouldn't the State move the child to adoption vs. guardianship? Is this a subsidized guardianship?

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:** Senate Bill 236, Section 5 and DFCS Social Services policy Foster Care: Legal 1013.9

**BARRIERS TO ACHIEVEMENT:**

---

## Work Plan Detail G -- Item 12, Placement with Siblings

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>G1 ACTION STEPS:</b> |                        | Goal #1<br>Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| Sept. 2001              | June 2004              | Commissioner Jim Martin, Governor, Georgia Legislators   | Support and advocate for: 2000 supplement -- 171 positions; 2000 -- 100 positions; 2002 -- 100 positions 2003 |

### ACCOMPLISHMENTS:

**1<sup>st</sup> Quarter Report:** The DHR Commissioner and the Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislature session, which began 1/15/03.

**2<sup>nd</sup> Quarter Report:** It is expected that the legislative approval will be sought for 100 new positions.

**3<sup>rd</sup> Quarter Report:** **ACHIEVED.** DFCS received 100 positions in both years and received 125 positions in SFY '04. The request to the state legislature for additional staff will continue regardless of whether or not the legislature authorizes to fund the request.

**3<sup>rd</sup> Quarter Federal Response:** [What is the target date of the next annual request?](#)

**4<sup>th</sup> Quarter Georgia Reply:** [See 4<sup>th</sup> Quarter barrier statement.](#)

**4<sup>th</sup> Quarter Federal Response:** [The State has partially achieved this goal by receiving 100 new positions. However, due to budget constraints, it is not known if the legislature will approve the Governor's request for an additional 125 new positions in 2004/2005. The due date for the additional 125 positions is June 2004. Is the State going to meet this deadline given the fiscal constraints? If not, should we consider re-negotiating this action step? It would also be helpful to know how the initial 100 positions have helped to decrease caseload size, and what the caseload size will be if the additional 125 positions are not granted.](#)

### BARRIERS TO ACHIEVEMENT:

**1<sup>st</sup> Quarter Report:** The impending change in the state's administration as well as fiscal constraints may offer challenges for getting this request approved.

**2<sup>nd</sup> Quarter Report:** The recent change in the state's fiscal resources may offer challenges for getting this request approved, however, the Governor recommended the addition of 125 casework positions.

**4<sup>th</sup> Quarter Report:** Given the critical nature of the state's budget situation for Fiscal Year 2005, the Department has not been able to submit a request for additional staff. However, since the needs for additional resources have not diminished the Department has focused on improving the use of current resources. The DFCS budget package for SFY05 includes a major restructuring of state and regional operations, with the intent of freeing up additional resources which can be placed in county offices. The implementation team that will fully define the plan began its work in October, and the changes would be effective July 1, 2004 if legislative approval is received.

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>G2 ACTION STEPS:</b> |                        | Goal #2<br>Step 1: Supervisory Review Form will be adapted to include efforts to place siblings together. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>            |
| June 2002               | June 2004              | Foster Care Unit, Professional Development Section, Kelli Stone, Kathy Herren                             | Revisions to Form and standards adapted |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Goal 2, Steps 1 - 4:** A workgroup is being formed to address changes needed to improve the Supervisory Review Form and implementation process. The committee is aware of PIP requirements to place siblings together, if possible or feasible. They expect to revise the Supervisory Review Form to document efforts to place siblings together.

**2<sup>nd</sup> Quarter Report:** No report for this quarter.

**3<sup>rd</sup> Quarter Report:** A work group, consisting of social services professionals, is reviewing the Supervisory Review Form to assure it properly measures specified outcomes for service delivery. This team of professionals provides a broad array of expertise in child welfare policy, procedures and practice issues. The review form is being revised in accordance with state policy mandates. One of the mandates requires documentation of efforts to place siblings together.

**4<sup>th</sup> Quarter Report:** Partially Achieved. Efforts to revise the Supervisory Review Form and standards continue. Revisions include documentation of efforts to place siblings together.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>G3 ACTION STEPS:</b> |                        | Goal #2<br>Step 2: Supervisors are trained to include efforts to place siblings together in their reviews. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| Feb 2003                | June 2004              | Foster Care Unit, Professional Development Section, Kelli Stone, Kathy Herren                              | All placement supervisors will be trained on the revised Supervisory Review form and standards to document efforts to place siblings together. Efforts to place siblings in the same home will be documented in at least 90% of cases by June 2004. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Goal 2, Steps 1 - 4:** A workgroup is being formed to address changes needed to improve the Supervisory Review Form and implementation process. The committee is aware of PIP requirements to place siblings together, if possible or feasible. They expect to revise the Supervisory Review Form to document efforts to place siblings together.

**2<sup>nd</sup> Quarter Report: Achieved.** The requirements for exhaustive efforts to place sibling groups together were emphasized in CPRS training sessions completed in February 2003 for staff statewide. All staff are required to document efforts to place siblings together.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show this has been achieved?](#)

**Georgia's Reply 3<sup>rd</sup> Quarter:** The state respectfully requests to change the 2<sup>nd</sup> Quarter Report from 'Achieved' to reflect, 'Partially Achieved'. This request is being made because, while all supervisors were trained to document efforts to place siblings together on the CPRS, the actual Supervisory Review form (stipulated under the Measurable Benchmarks) is still in process of revision.

**3<sup>rd</sup> Quarter Federal Response: OK.**

**3<sup>rd</sup> Quarter Report: Partially Achieved.** Efforts to revise the Supervisory Review Form continue as indicated above, under Goal # 2, Step # 1.

**4<sup>th</sup> Quarter Report: Partially Achieved.** Efforts to revise the Supervisory Review Form continue, as indicated above under Goal # 2, Step # 1.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

Please see attachment CPRS Screen printout, Permanency 2, Item 12, which confirms efforts to place siblings together are properly documented in case files. Also, see attachments, CPRS v2, Trained by County & Region -- Detail and PRS v2, Trained by Training Date -- Detail, which show that staff from all 159 Georgia counties have been trained to include efforts to place siblings together in the case plan.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>G4 ACTION STEPS:</b> |                        | Goal #2<br>Step 3: Case plan is adapted to include efforts to place siblings together. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                                    |
| Feb. 2003               | Mar 2003               | Kelli Stone  | Documented efforts to place siblings together in the case plan. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The requirements for exhaustive efforts to place sibling groups together are being emphasized in CPRS training sessions currently being held for staff statewide. The case plan has been amended to include efforts to place siblings together. The CPRS training will be complete at the end of January 2003. All staff is required to document efforts to place sibling together.

**2<sup>ND</sup> Quarter Report: Achieved.** The Case Plan has been amended to include efforts to place siblings together.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show this has been achieved?](#)

**3<sup>rd</sup> Quarter Report/Georgia's Reply: Achieved.** Please see attached CPRS Screen printout, Permanency 2, Item 12, which confirms that efforts to place siblings together are properly documented in case files.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>G5 ACTION STEPS:</b> |                        | Goal #2<br>Step 4: Caseworkers are trained to include efforts to place siblings together in case plan. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Feb. 2003               | June 2004              | Foster Care Unit, Professional Development Section, Kelli Stone, Kathy Herren                          | All placement caseworkers will be trained on the revised Supervisory Review form and standards requiring documentation of efforts to place siblings together. By June 2004, 90% of sibling group cases will document efforts to place siblings together. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report: Achieved.** The requirements for exhaustive efforts to place sibling groups together are being emphasized in CPRS training sessions currently being held for staff statewide. The Case Plan has been amended to include efforts to place siblings together. The statewide CPRS training is completed.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show this has been achieved?](#)

**Georgia's Reply:** The state respectfully requests to change the 2<sup>nd</sup> Quarter Report from 'Achieved' to reflect 'Partially Achieved'. This request is being made because, while all caseworkers were trained to document efforts to place siblings together on the CPRS, the actual Supervisory Review form (stipulated under the Measurable Benchmarks) is still in process of revision.

**3<sup>rd</sup> Quarter Report:** Efforts to revise the Supervisory Review Form continue, as indicated above under Goal # 2, Step # 1.

**4<sup>th</sup> Quarter Report: Partially Achieved.** Efforts to revise the Supervisory Review Form continue, as indicated above under Goal #2, Step #1.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

Please see CPRS Screen printout, Permanency 2, Item 12, which confirms that efforts to place siblings together are properly documented in case files. Also, see attachments, CPRS v2, Trained by County & Region -- Detail and CPRS v2, Trained by Training date -- Detail which show that staff from all 159 Georgia counties have been trained to include efforts to place siblings together in the case plan.

**BARRIERS TO ACHIEVEMENT:**



|                                |  |                           |                          |
|--------------------------------|--|---------------------------|--------------------------|
| <p><b>G6 ACTION STEPS:</b></p> | <p>Goal #3<br/>           Step 1: Research Hull House (IL, FL) and other states' statutory initiatives developed to maintain siblings together, including legislation, literature, participant interviews, and national resources. Research summary report prepared.<br/>           Step 2: Evaluate Step 1 models for pilot in Georgia and prepare for implementation.<br/>           Step 3: Enhanced utilization of new Relative Caregiver Subsidy (RCS) through training and awareness.<br/>           Step 4: Implement targeted recruitment of foster homes willing to accept sibling groups. Include importance of keeping siblings together in education of prospective foster parents.<br/><br/>           Evaluation: If model evaluated successfully, at least one pilot site will be implemented in Georgia and an evaluation of that pilot will take place.</p> |                           |                          |
| <p><b>START</b></p>            | <p><b>COMPLETION</b></p>   | <p><b>RESPONSIBLE</b></p> | <p><b>MEASURABLE</b></p> |



| DATE     | DATE      | PERSON(S)  | BENCHMARKS  |
|----------|-----------|--|---|
| Mar 2002 | June 2004 | Sarah Brownlee, Professional Development Section, Foster Care Unit | Step 3 -- On-going monitoring of RCS cases approved<br>Step 4 -- On-going efforts to increase the number of homes which accept sibling groups |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Relative Care Subsidy (RCS) training has been offered statewide to Foster Care Placements and CPS staff, along with many of our private providers. Training will be complete in February 2003. The importance of keeping siblings together is emphasized in all our training and communication initiatives. This is particularly evident in our recent initiatives focused on recruitment of placement resources. Foster homes are sought to serve sibling groups across the state.

**2<sup>nd</sup> Quarter Report: Achieved.** Step 1 -- Jan. 2003 completed research on initiatives developed in other states to maintain siblings together. Relative Care Subsidy (RCS) training was completed in Feb. 2003. E & R statistics documents a steady increase in the number of children achieving permanency with support from RCS funding. On-going reports. First Placement Best Placement (FPBP) training was completed in Feb. 2003 for all staff and many private providers. The importance of keeping siblings together is emphasized in all our training and communication initiatives. This is particularly evident in our recent initiatives focused on recruitment of placement resources. Foster homes are sought to serve sibling groups across the state. On-going.

**2<sup>nd</sup> Quarter Federal Response:** [You've made a lot of progress in this area but still have more work to do. What can the State give us to show this has been achieved for those steps you have accomplished?](#)

**Georgia's Reply 3<sup>rd</sup> Quarter:** Please see attached literature on the Jane Addams Hull House and reports on other states' efforts to maintain siblings together. Please refer to attached RCS fiscal report. There has been a significant increase in the number of children achieving permanency with the support of RCS payments. Also see the First Placement, Best Placement (FPBP) training schedules. Georgia provided 17 training sessions for 2,900 staff on FPBP, which included a component on Relative Care Subsidy (RCS). The training emphasized the importance of exerting and documenting efforts to place siblings together. On-going staff efforts are exerted towards achieving appropriate placements leading to permanency for children in foster care, including homes accepting sibling groups. Also see attached Community Supervised Visitation Centers.

**3<sup>rd</sup> Quarter Report: Achieved.** Step 2 -- Under the auspices of the Promoting Safe and Stable Families Program, Georgia has several visitation sites in operation.

Step 3 -- Achieved. Monitoring of approved RCS cases is a continuous process. The number of approved placements has risen to 1,070 as compared with 416 a year ago. See RCS data report in Appendix.

Step 4 -- Achieved. Recruitment campaigns continue to include efforts to attract and approve homes willing to accept sibling groups. See Recruitment flyers in the Appendix.

**BARRIERS TO ACHIEVEMENT:**

**2<sup>nd</sup> Quarter Report:** The primary barrier in increasing the placement of sibling groups together is having enough families, who are willing to care for siblings, to come forward to begin the approval process. Heightened emphasis on this need is being made in an effort to remedy this problem. On-going.

**2nd Quarter Federal Response:** [HOW DID YOU PLAN TO OVERCOME THIS BARRIER?](#)

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** **This goal is considered Achieved.** There is no one-time remedy or solution to this problem. For this reason, there will always be a challenge to expeditiously identify and approve relatives, willing, able and eligible to be a placement resource. However, counties can assess recruitment efforts based on needs and patterns over the past two years. This data may be used to project future placement needs based on age, gender, sibling groups, special needs, etc. Georgia will continue to assertively seek and pursue extended family resources first, for all children entering agency custody. Georgia will, also, continue its outreach efforts to identify and recruit homes for children entering foster care by informing citizens of their placement needs and available services to support their placement. Heightened emphasis will be placed on placements pertaining to sibling groups

|                         |                        |  |                              |
|-------------------------|------------------------|--|------------------------------|
| <b>G7 ACTION STEPS:</b> |                        | Goal #4<br>Step 1: Develop foster parent training to include specialized segments on managing sibling groups.<br>Step 2: Evaluate effectiveness of respite care funding as a strategy to prevent placement disruptions.<br>Step 3: Develop resource homes to support foster parents and children in placement.<br>Evaluation: Determine the number of foster parents who will accept sibling groups and establish a percentage of the additional homes needed. |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b> |

|          |           |   |  |
|----------|-----------|---|--|
| Mar 2002 | June 2004 | Foster Care Unit, Placement Resource Development Unit | Documentation of efforts to develop resource homes accepting sibling groups, ongoing through June 2004 By June 2004, a significant number of homes accepting sibling groups will be developed. |
|----------|-----------|---|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Adequate emphasis is being made in all aspects of our program to carefully assess and address the needs of sibling groups. This includes our efforts to develop and provide training focused on improving the caregiver's skills in managing sibling groups. Currently, foster parents may complete their annual training requirements locally and/or by attending the Annual Staff and Foster Parent Institutes and the Adoptive and Foster Parent Association of Georgia's Annual Conference.

**2<sup>nd</sup> Quarter Report: Achieved.** Added emphasis is being made in all aspects of our program to carefully assess and address the needs of sibling groups. This includes our efforts to develop and provide training focused on improving the caregiver's skills in managing sibling groups. Currently, foster parents may complete their annual training requirements locally and/or by attending the Annual Staff and Foster Parent Development Institutes and the Adoptive and Foster Parent Association of Georgia's Annual Conference. On-going.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show this has been achieved?](#)

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** This goal is Achieved. Please refer to the attached Staff and foster Parent Development Institutes, and the Adoptive and Foster Parent Association of Georgia's Annual Conference material. All included components on the importance of placing siblings together.

**4<sup>th</sup> Quarter Federal Response:** [The State indicates that this step has been achieved. The State has completed activities to recruit and train foster homes for sibling groups, but has there been an actual increase in homes available for siblings? The State's evaluation method in the PIP is to "Determine the number of foster parents who will accept sibling groups and establish a percentage of additional homes needed." Has this been done?](#)

**BARRIERS TO ACHIEVEMENT:**

**2<sup>nd</sup> Quarter Report:** The primary barrier with this goal is identifying enough resources that are willing to take multiple children, particularly, sibling groups. As many homes are lost due to becoming a permanent home for a child. Replenishing homes continues to be an on-going challenge for the state.

**2<sup>nd</sup> Quarter Federal Response:** [HOW DID YOU INTEND TO OVERCOME THIS BARRIER?](#)

**Georgia's Reply 3<sup>rd</sup> Quarter:** The goal is **Achieved.**

There is no one-time remedy or solution to this problem. For this reason, there will always be a challenge to expeditiously identify and approve relatives, willing, able and eligible to be a placement resource. However, Georgia will continue to assertively seek and pursue extended family resources first, for all children entering agency custody. Georgia will, also, continue its outreach efforts to identify and recruit homes for children entering foster care by informing citizens of their placement needs and available services to support their placement. Heightened emphasis will be placed on placements pertaining to sibling groups.

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## Work Plan Detail H -- Item 13, Visiting with Parents and Siblings in Foster Care

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>H1 ACTION STEPS:</b> |                        | Goal #1<br>Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA standards. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2001              | June 2004              | Commissioner Jim Martin, Governor, Georgia Legislature  | Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions |

### ACCOMPLISHMENTS:

**1<sup>st</sup> Quarter Report:** It is expected that legislative approval will be sought for 100 new Child Welfare positions.

**2<sup>nd</sup> Quarter Report:** Same as first 1<sup>st</sup> Quarter.

**3<sup>rd</sup> Quarter Report:** **ACHIEVED.** DFCS received 100 positions in both years and received 125 positions in SFY '04. The request to the state legislature for additional staff will continue.

**3<sup>rd</sup> Quarter Federal response:** [When is the next annual request due?](#)

**4<sup>th</sup> Quarter Georgia Reply:** [See 4<sup>th</sup> Quarter barrier statement.](#)

**4<sup>th</sup> Quarter Federal Response:** [See bullet #2 above under Work Plan G, related to caseworker positions \(Step G1\).](#) **Same questions raised.**

### BARRIERS TO ACHIEVEMENT:

**1<sup>st</sup> Quarter Report:** The impending change in the state's administration as well as fiscal constraints may offer challenges for getting this request approved.

**2<sup>nd</sup> Quarter Report:** The recent change in the state's fiscal resources may offer challenges for getting this request approved, however, the Governor recommended the addition of 125 casework positions.

**2<sup>nd</sup> Quarter Federal Response:** [Will these activities just not be accomplished if the legislative approval is not granted?](#)

**3<sup>rd</sup> Quarter Georgia's Reply:** As noted above this goal has been **Achieved.**

**4<sup>th</sup> Quarter Report:** Given the critical nature of the state's budget situation for Fiscal Year 2005, the Department has not been able to submit a request for additional staff. However, since the needs for additional resources have not diminished the Department has focused on improving the use of current resources. The DFCS budget package for SFY05 includes a major restructuring of state and regional operations, with the intent of freeing up additional resources which can be placed in county offices. The implementation team, which will fully define the plan, began its work in October, and the changes would be effective July 1, 2004 if legislative approval is received.

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>H2 ACTION STEPS:</b> |                        | Goal #2<br>Step 1: Supervisory Review Form will be adapted to include review of visits between parents and children..                            |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                                |
| June 2002               | June 2004              | Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors | Step 1: Supervisory Review Form (SRF) and standards adapted |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Steps 1 - 4: A workgroup is being formed to address changes needed to improve the Supervisory Review Form and implementation process. The committee is aware of PIP requirements to assure child and parent and sibling visitation as stipulated in the Case Plan. The workgroup will revise the Supervisory Review Form to document visitations between children and their parents and with their siblings.

**2<sup>nd</sup> Quarter Report:** No Report due this quarter.

**3<sup>rd</sup> Quarter Report:** A work group, consisting of social services professionals, is reviewing the Supervisory Review Form (SRF) to assure it properly measures specified outcomes for service delivery. This team of professionals provides a broad array of expertise in child welfare policy, procedures and practice issues. The review form is being revised in accordance with state policy mandates. One of the mandates is to incorporate family visits into the review guides to assure that visits are occurring between children and parents.

**4<sup>th</sup> Quarter Report:** Partially Achieved. Efforts to revise the Supervisory Review Form continue, as described above, under 3<sup>rd</sup> Quarter Report.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>H3 ACTION STEPS:</b> |                        | Goal #2<br>Step 2: Supervisors are trained to include visits in their reviews.   |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                                   |
| June 2002               | June 2004              | Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors | Step 2: Supervisors trained on revised SRF Form and standards. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** See Step 1 above

**2<sup>nd</sup> Quarter Report:** No report due this quarter.

**3<sup>rd</sup> Quarter Report:** Training on the Case Plan and Reporting System (CPRS) has been conducted for staff in all Georgia's 159 counties. It captures documentation of visits between parents and children. Efforts are in progress to improve the system so that the choice of visitation sites will also be captured. Georgia's Promoting Safe and Stable Families Program (PSSF) currently supports several projects that provide visitation services. Please see attached (Promoting Safe and Stable Families RFP FFY 2003/2004) for details about the sites. Please reference the attached CPRS screen illustrating the documentation of visitation.

Concurrent with efforts to revise the Supervisory Review Form (SRF), as indicated above in Step # 1, on-going training activities are occurring regularly between Consultation and Support (C&S) consultants and local supervisors. C&S consultants are conducting case reviews to assure policy compliance with required mandates, including visitation, and to improve overall service delivery for families and children. Once the SRF is completed and approved, statewide training of all supervisors will occur.

**4<sup>th</sup> Quarter Report:** Partially Achieved. Efforts to revise the Supervisory Review Form continue, as indicated above under Goal # 2, Step # 1.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>H4 ACTION STEPS:</b> |                        | Goal #2<br>Step 3: Case plan is adapted to include documentation of visits between parents and children and reasons for their location.          |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                                  |
| June 2002               | June 2004              | Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors | Step 3: Case Plan adapted to include parent/child visitation. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Case Plan has been amended to include documentation of visits between parents and children. This is currently being covered in the CPRS training, which will be complete at the end of January 2003. All staff is required to document efforts to place siblings together.

**2<sup>nd</sup> Quarter Report:** No Report due this quarter.

**3<sup>rd</sup> Quarter Report:** **ACHIEVED.** See attached CPRS printouts. The Case Plan and Reporting System (CPRS) has been modified to capture documentation of visits between parents and children. This system currently captures who visits the child and where the visits occur. Efforts are in progress to improve the system so that the choice of visitation sites (e.g., the least restrictive setting possible) will, also, be captured.

Concurrent with Case Plan modifications regarding visitations, discussed above, are on-going efforts between C&S staff and local office staff. Their efforts assure that case plans: 1) identify time frames for the visits; 2) identify specific locations where the visits will



take place; 3) document family interaction during visits; 4) specify objectives of the visits; and 5) documents who should be notified if visits change.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>H5 ACTION STEPS:</b> |                        | Goal #2<br>Step 4: Caseworkers are trained to include documentation of visits in case plan.<br>Evaluation: Visits between parents and children and location of visits will be documented in at least 90% of cases by June 2004. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| June 2002               | June 2004              | Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors  | Step 4: Caseworkers trained to document child and parent visitations. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** See Step 1 above

**2<sup>nd</sup> Quarter Report:** No report due this quarter.

**3<sup>rd</sup> Quarter Report: Partially Achieved.** All caseworkers were trained to document parent and child visitation efforts in the CPRS. However, as policy changes occur and/or new staff are hired, the training will have to be repeated.

Please see attached CPRS Screen printout, Permanency 2, Item 13, which confirms that parent child visitation is properly documented in the Case Plan. Also, see attachments, CPRS v2, Trained by County & Region -- Detail and CPRS v2, Trained by Training date -- Detail, which show that staff from all 159 Georgia counties have been trained to include parent and child visitation arrangements in the case plan.

**4<sup>th</sup> Quarter Report: ACHIEVED.** This item is considered achieved, because the goal/measurable benchmark has been met. Please reference the documentation discussed in the previous action step H4 above, 3<sup>rd</sup> Quarter Report, in the 2<sup>nd</sup> paragraph. The CPRS training will be repeated as policy changes occur, or new staff are hired.

**4<sup>th</sup> Quarter Federal Response:** It appears the State has not completed the evaluation aspect of this action step. **Were 100% of the staff trained? How many staff were trained?**

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>H6 ACTION STEPS:</b> |                        | Goal #3<br>Step 1: On-going training and professional development will include segment on importance of visitation.<br>Evaluation: Evaluations of caseworker training will reflect understanding of importance of visitation. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| July 2002               | Feb. 2003              | Foster Care Unit  | Caseworker documentation indicates increase in parent/child and sibling visitations. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially Achieved.** The Foster Care Unit is currently conducting First Placement Best Placement training for all placement and child Protective services staff, along with private providers. The importance of and requirements for parent and child visitation is being emphasized at each of these sessions. Funding options, suggestions for locations of visits, where visitation centers are non-existent, frequency of visits, and documentation requirements are among the topics covered in the training. It is expected that all staff and interested private providers will be trained by the end of January 2003.

**2<sup>nd</sup> Quarter Report: Achieved.** The Foster Care Unit completed First Placement Best Placement training for all placement and Child Protective Services staff, along with private providers. The importance of parent and child visitation was emphasized at each of these sessions. Funding options, suggestions for locations of visits, where visitation centers are non-existent, frequency of visits, and documentation requirements were among the topics covered in the training.

**2<sup>nd</sup> Quarter Federal Response:** Are you saying all the action steps have been fully achieved? Or partially achieved? What can the State give us to show this has been achieved?

**3<sup>rd</sup> Quarter Report: Georgia's Reply: Yes.** The FPBP training was provided to 2,900 staff and private providers 17 times between July 2002 and February 2003. The importance of parent and child visitation was emphasized in each of the training sessions.

C&S consultants are mentoring case managers, with less than 12 months of experience to shape their knowledge of the Georgia child welfare system. Emphasis is placed on parent and child visitation during their consultation and training sessions.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

Please see attached CPRS Screen printout, Permanency 2, Item 13, which confirms that parent child visitation is properly documented in the Case Plan. Also, see attachments, CPRS v2, Trained by County & Region -- Detail and CPRS v2, Trained by Training date -- Detail which show that staff from all 159 Georgia counties have been trained to include parent and child visitation arrangements in the case plan in addition to the FPBP training.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>H7 ACTION STEPS:</b> |                        | Goal #4<br>Step 1: Thorough research will be compiled and a report prepared on other states' models for successful visitation centers.<br>Step 2: A 'How To' guide to develop other centers will be prepared and issued. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| August 2002             | June 2004              | Ann Dennard Smith, TA: Michelle Barclay  | 'How To' Guide for developing visitation centers is published and disseminated statewide. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** In a collaborative effort with the Court Improvement Project (CIP) the Division requested and received assistance from the Barton Child Law and Policy Clinic at Emory University, which allowed students to research and develop a report about visitation centers in other states. They are also creating a 'How to' manual for getting these set up in Georgia. This project has been completed and will be ready for distribution in early February.

**2<sup>nd</sup> Quarter Report: Partially Achieved.** In a collaborative effort with the Court Improvement Project (CIP) the Division requested and received assistance from the Barton Child Law and Policy Clinic at Emory University, which allowed students to research and develop a report about visitation centers in other states.

**2nd Quarter Federal Response:** [Can we get information to show what has been achieved thus far? E.g. a copy of the manual.](#)

**Georgia's Reply 3<sup>rd</sup> Quarter:** Please see **SIBLING PLACEMENTS** for literature on the Jane Addams Hull House and reports on other states' initiatives regarding sibling groups and Georgia's **TIME-LIMITED REUNIFICATION SERVICES**, for information on Family Visitation and Access Centers in the Appendix.

**3<sup>rd</sup> Quarter Report: Achieved.** In a collaborative effort with the Court Improvement Project (CIP) the Division requested and received assistance from the Barton Child Law and Policy Clinic at Emory University, which allowed students to research and develop a report about visitation centers in other states. They have also created a 'How to' manual for getting these set up in Georgia. These tasks have been completed have been forwarded to the Division for final review, printing and dissemination.

**4<sup>th</sup> Quarter Update DOCUMENTATION:** See attached 'Community Supervised Visitation Centers'.

**BARRIERS TO ACHIEVEMENT:**

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|                         |   |
|-------------------------|---|
| <b>H8 ACTION STEPS:</b> | Goal #4<br>Step 3: Communities and stakeholders will be contacted and engaged to facilitate development of visitation centers, including local judges, churches, and community groups involved with children.<br>Step 4: Sites will be selected, staffing resources will be assessed and identified, and items to create a family-friendly environment will be secured. |
|-------------------------|---|

| START DATE  | COMPLETION DATE | RESPONSIBLE PERSON(S)                   | MEASURABLE BENCHMARKS  |
|-------------|-----------------|---|--|
| August 2002 | June 2004       | Ann Dennard Smith, TA: Michelle Barclay | Five visitation centers will be developed across the state, especially in the metro areas. Evaluation: Visitation centers will be measured by a documented increase in the number of visits that occur between parents and siblings.<br>Evaluation:<br>There has been a documented increase in the number of visits that occur between parents and siblings. Visitation conducted in these community-based settings occurs once a week during non-traditional hours and is facilitated by transportation services to remove barriers to consistent and meaningful interaction. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Reports:** Presently the state offers competitive funding opportunities for the development of Family Visitation Services Centers and the provision of reunification services through the Promoting Safe and Stable Families Program (PSSF).

The 2003 Request for Proposals was issued in April of 2002 to over 1000 state government agencies, public and private non-profit entities statewide. A separate notice of Title IV-B, Subpart 2 (PSSF) fund availability was issued in July 2002 in partnership with the Court Improvement Project to provide program and funding information to Judicial Circuits interested in supporting the development of community-based Family Visitation Centers. This expanded notice of fund availability will continue to increase judicial support for community-based visitation and reunification services statewide.

As a result, the number of community-based Family Visitation Centers has increased from five centers in FFY 2002 to thirteen centers in 2003. A key IV-B-2 funding objective is to increase not only the frequency but also the quality of visitation between parents, children and siblings in foster care.

**3<sup>rd</sup> Quarter Report: Achieved.** Georgia exceeded (by more than double) its goal to provide five (5) visitation sites prior to the 2<sup>nd</sup> quarter report. It continues in its efforts to extend and improve visitation opportunities for children and their families. Towards this end, revisions have been made to the service guidelines for PSSF funded Supervised Family Visitation Centers. Revisions include specific guidelines on Provider qualifications, staffing, the development of Visitation Plans, Center Environment and Accessibility, Supervision, Monitoring and Case Management. (See Attachment PSSF RFP FFY 2003-2004).

**BARRIERS TO ACHIEVEMENT:**



## Work Plan Detail I -- Item 17, Needs and Services of Child, Parents, Foster Parents

|                         |                        |  |                                       |
|-------------------------|------------------------|--|---------------------------------------|
| <b>II ACTION STEPS:</b> |                        | Georgia will continue to require all providers to complete a Multi Discipline Team Meeting for each Comprehensive Child and Family Assessment to determine the appropriate needs and services of all children and families entering foster care program within the first 30 to 60 days of the child entering care. |                                       |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>          |
| April 2002              | Jan. 2004              | Alice Marie Hutchison, Joe Wassell, Betty Wrights, Millicent Houston, Gloria Patterson, Linda Ladd, Leslie Cofield, Dianne Yearby  | Review at each annual on-site review. |

### ACCOMPLISHMENTS:

**1<sup>st</sup> Quarter Reports: This Benchmark was achieved.** In April 2002 all FP/BP policies and standards were revised to more clearly define the expectations and requirements for completing all aspects of FP/BP Assessments and Wrap Around Services.

Completion Date: June 2002

**2<sup>nd</sup> Quarter Report: This Benchmark was achieved.** In April 2002 all FP/BP policies and standard were revised to more clearly define the expectations and requirements for completing all aspects of FP/BP Assessments and Wrap Around Services

Four Foster Care Consultants were assigned to work with county staff and other stakeholders on foster care (permanency) indicators. These staff will began working on this assignment in February 2003. They will receive training on how to conduct annual on-site qualitative reviews. Completion Date December 2002.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show this has been achieved?](#)

**Georgia's Reply 3<sup>rd</sup> Quarter Report:** This goal is **Achieved.** A copy of the revised Form #65, The First Placement/Best Placement Bluebook Standards was given to the Georgia ACF Regional Consultant at the 'Back to Basics' First Placement/Best Placement Training in Macon, Georgia.

The Four Foster Care Consultants will not conduct qualitative case reviews. The DFCS Evaluation and Reporting and the Consultation and Support Sections will conduct the qualitative reviews. See Action Step 6.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

(See attached copy of Memorandum from Deputy Division Director of Programs dated February 3, 2003 regarding implementation of PIP Monitoring).

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>I2 ACTION STEPS:</b> |                        | Georgia will complete technical assistance to DFCS staff and private providers as to how to complete a comprehensive assessment and how to use the collected information to make the most appropriate permanency decision at the beginning of the child's stay in foster care. The FP/BP information will also be used to develop more effective case plans for the child and family. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| July 2002               | Dec. 2002 and ongoing  | Marita Roberts, Joe Wassell, Betty Wrights, Millicent Houston, Gloria Patterson, Linda Ladd, Leslie Cofield, Patricia Nealy, Dianne Yearby, Alice Marie Hutchison   | Provide 11 county site training to staff and providers beginning in 7/2002. |

**ACCOMPLISHMENTS:**

**This benchmark was achieved.** In July 2002, Foster Care staff began training DFCS staff and providers on the revised FP/BP Assessment and Wrap Around policies and standards. Foster parents, judges and court appointed special advocates (CASA'S) also received FP/BP training. More than 3600 staff, providers and other stakeholders received training in 17 sessions across the state.

Foster Care staff also provided training to DFCS staff on the Case Plan Reporting System (CPRS) to help staff use the information collected in the comprehensive assessment to make more appropriate permanency decisions. Over 900 DFCS placement staff received this training.

A pilot is being conducted in Dekalb with the DFCS office and the Juvenile Court to determine if additional training is needed.



**Completion Date: December 2002 and ongoing.**

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>I3 ACTION STEPS:</b> |                        | Georgia will complete technical assistance to DFCS staff and private providers of the content of the comprehensive assessment and how to use the collected information to meet the health, mental health, dental and educational needs of the child and family. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| July 2002               | Dec. 2002 and ongoing  | Marita Roberts, Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice Marie Hutchison   | Provide 11 county site training to staff and providers beginning in 7/2002. |

**ACCOMPLISHMENTS:**

**This Benchmark was achieved.** This action step was included in the Foster Care Policy Training described in # 2 above.  
**Completion Date: See # 2 above.**

**BARRIERS TO ACHIEVEMENT:**

|                         |  |   |  |
|-------------------------|--|---|--|
| <b>I4 ACTION STEPS:</b> |  | Georgia will complete technical assistance to DFCS staff and private providers as to how to use the collected information to meet the child and family needs as it related to post substance abuse counseling, monitoring and support as a part of the early intervention process and/or in -- home intensive treatment services. |  |
|-------------------------|--|---|--|

| START DATE | COMPLETION DATE       | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS   |
|------------|-----------------------|---|---|
| July 2002  | Dec. 2002 and ongoing | Marita Roberts, Joe Wassell, Betty Wrights, Millicent Houston, Gloria Patterson, Linda Ladd, Dianne Yearby, Patricia Nealy, Alice Marie Hutchison, Leslie Cofield | Provide 11 county site training to staff and providers beginning in 7/2002. |

**ACCOMPLISHMENTS:**

**This benchmark was achieved.** This action step was included in the Foster Care Policy Training described in # 2 above.

**BARRIERS TO ACHIEVEMENT:**

| <b>15 ACTION STEPS:</b> |                       | Georgia will complete technical assistance to DFCS staff and private providers as to how to complete a comprehensive assessment and how to use the collected information to make the most appropriate permanency decision at the beginning of the child's stay in foster care. The FP/BP information will also be used to develop more effective case plans for the child and family. |   |
|-------------------------|-----------------------|---|---|
| START DATE              | COMPLETION DATE       | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS   |
| July 2002               | Dec. 2002 and ongoing | Marita Roberts, Joe Wassell, Betty Wrights, Millicent Houston, Gloria Patterson, Linda Ladd, Leslie Cofield, Patricia Nealy, Dianne Yearby, Alice Marie Hutchison   | Provide 11 county site training to staff and providers beginning in 7/2002. |

**ACCOMPLISHMENTS:**

**This benchmark was achieved.** In July 2002, Foster Care staff began training DFCS staff and providers on the revised FP/BP Assessment and Wrap Around policies and standards. Foster parents, judges and court appointed special advocates (CASA'S) also received FP/BP training. More than 3600 staff, providers and other stakeholders received training in 17 sessions across the state.

Foster Care staff also provided training to DFCS staff on the Case Plan Reporting System (CPRS) to help staff use the information collected in the comprehensive assessment to make more appropriate permanency decisions. Over 900 DFCS placement staff received this training.

A pilot is being conducted in Dekalb with the DFCS office and the Juvenile Court to determine if additional training is needed.

**BARRIERS TO ACHIEVEMENT:**

| <b>16 ACTION STEPS:</b>   |   | Four Foster Care consultants and other stakeholders will receive training on how to complete the qualitative review process that is similar to the CFSR. <u>NEW ACTION BASED ON ACF SUGGESTION/APPROVAL OF 1<sup>ST</sup> QUARTER REPORT</u><br><b>3<sup>rd</sup> Quarter Report:</b> Requesting ACF approval to change this action step to: Qualitative Case Review's similar to CFSF will be conducted on a representative sample of approximately 180 cases by the end of September 2004. |   |
|---|---|--|---|
| <b>START DATE</b>   | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| July 2003<br><b>3rd Quarter:</b><br>Requesting a start date change to October 2003 The State will not be outsourcing to conduct the reviews. The DFCS Evaluation and Reporting and the Consultation and | December 2003<br><b>3rd Quarter:</b><br>Requesting a change in the completion date to September 2004<br><b>3rd Quarter Federal Response:</b><br>We anticipate to measure your progress in this area | Alice Marie Hutchison, Leslie Cofield, Dianne Yearby, <b>3rd Quarter:</b> (With ACF approval, these four names above to be deleted),and replaced with E & R and Consultation and Support Sections  | Provide training to consultants and stakeholders by July 2003.<br><b>3rd Quarter:</b><br>With ACF approval new benchmark: Quarterly Qualitative Review Reports to State and Federal Teams. (The first report will be made available January 2004 and quarterly reports will follow through the end of this PIP period.) |

| START DATE   | COMPLETION DATE        | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|--|------------------------|-----------------------|-----------------------|
| Support Sections will conduct the qualitative reviews for Georgia. More preparation and planning time is needed to initiate the reviews.<br>O.K. | by the end of 4th Qtr. |                       |                       |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report:** No report due for this quarter.

**2<sup>nd</sup> Quarter Federal Response:** Identify any progress made so far.

**3<sup>rd</sup> Quarter Report:** The Division of Family and Children Services Evaluation & Reporting and Consultation & Support Sections are planning and developing their approach to the Qualitative Reviews. Plans remain on target to begin the reviews October 2003.

**4<sup>th</sup> Quarter Response:** Plans remain on target and the Qualitative Reviews began in October 2003, conducted by the Evaluation and Reporting Section. Three counties, Lowndes, Franklin and Clayton have been identified as initial counties to go through the review process. Four records will be pulled from both Clayton and Lowndes and one record from Franklin. The Consultation and Support Section will complete the stakeholder interviews. This is an ongoing action, and the first report will be made available January '04.

**4<sup>th</sup> Quarter Federal Response:** This has not been achieved yet. One concern is the low #s of cases that the State is proposing to review as part of its QA process (only 9 cases). It's not clear if the State is just piloting its QA process – or if it's QA process only includes review of 9 cases in 3 counties.

**BARRIERS TO ACHIEVEMENT:**

\_\_\_\_\_

|                         |                        |  |                                   |
|-------------------------|------------------------|--|-----------------------------------|
| <b>17 ACTION STEPS:</b> |                        | Complete a monthly county-by-county report as it relates to the initial assessment of the First Placement/ Best Placement Comprehensive Assessment and the identified types of placements needed and available and permanency plans of children. |                                   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>      |
| June 2002               | October 2003           | Alice Marie Hutchison , Leslie Cofield, Dianne Yearby, Betty Wrights   | Complete a report as to findings. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Response: This was partially achieved.** A study of the initial seven pilot FP/BP counties was completed in September 2002. A report of the findings will be available in February 2003. This study compares the seven pilot counties to non-participating FP/BP counties. The study was conducted from January 1, 1998 through October 31, 2001 prior to the statewide implementation of FB/BP assessments for all children entering foster care. Completion date December 2002.

In February 2001 counties were required to complete a comprehensive FP/BP assessment on all children entering care. A contractor needs to be selected to conduct will be selected to conduct a study on the efficacy of FP/BP using data from all 159 counties.

**2<sup>nd</sup> Quarter Report:** No report is due this quarter. Due to limited funds for contracts, this work group will meet to develop a survey to capture types of placements needed and available and permanency plans of children based on FP/BP assessments.

**2<sup>nd</sup> Quarter Federal Response:** [How will this impact implementation?](#)

**3<sup>rd</sup> Quarter Report:** The Foster Care Unit is moving towards developing an access database to assist in identifying placement resource gaps. The Division's implementation of the Assessment component of First Placement/Best Placement will continue to provide information on needs and services of children, parents and foster parents for reporting.

**4<sup>th</sup> Quarter Response:** A monthly-by-monthly report has not been implemented. An Access database has not been developed to assist in identifying placement resource gaps, however with CPRS, tracking the types of placements recommended from the MDT will be available in 12/03. Consideration will also be given to capturing the actual placement recommended and the actual type of placement available for the child. Also through CPRS, information on permanency recommendations will be captured along with all information

recommended from the MDT meeting. Once, CPRS is updated with these features, a quarterly report will be feasible for the department instead of a monthly report.

The department is moving toward a leveling system of all children when they enter foster care. This will entail an assessment of the child's emotional and physical needs to determine an appropriate placement. The child will have a comprehensive child and family assessment within thirty days of placement in foster care, which will reinforce the initial placement recommendation, or support the need for an alternative placement.

**BARRIERS TO ACHIEVEMENT:**

| <b>18 ACTION STEPS:</b> |   | <p>A contractor needs to be selected to conduct a study on the efficiency of FP/BP using data from all 159 counties.</p> <p><b>3rd Quarter Report:</b> Requesting ACF approval to change this Action Step to: The state will develop an approach to continually measure the effectiveness of the First Placement Best Placement Assessment/Wrap Around Services model.</p> <p><b>3rd Quarter Federal Response:</b> <b>We will review this action step together at the end of 4<sup>th</sup> Qtr.</b></p> |  |
|-------------------------|---|--|--|
| START DATE              | COMPLETION DATE   | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS  |
| August 2003             | October 2003<br><b>4th Quarter Report:</b><br>The state will seek to renegotiate this goal. | Alice Marie Hutchison , Leslie Cofield,<br>Dianne Yearby, Betty Wrights  | Data will show that children are moving to permanency quicker with FP/BP, than without it, compared to previous years. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report:** No report due for this quarter

**3<sup>rd</sup> Quarter Report:** At this time, limited resources will not allow the state to negotiate with a contractor to perform an analysis of the First Placement/Best Placement model. However, the state Foster Care Unit will move towards developing a survey for local counties to assist in determining First Placement/Best Placement efficiency in moving children to permanency quicker.

**4<sup>th</sup> Quarter Response:** An in-house approach to measuring the effectiveness of First Placement/Best Placement has not been developed. We believe that the Qualitative Reviews may provide limited indirect information regarding the efficiency of FP/BP. We are still seeking assistance on developing a methodology to accommodate meeting the needs of this goal.

**4<sup>th</sup> Quarter Federal Response:** The State indicates it plans to re-negotiate this goal. RO would consider July 2004. Would QR provide effective tool of measuring the effectiveness of First Placement/Best Placement? Also, the State indicates that they have sought assistance on developing a methodology to meet this goal. Assistance from whom?

**BARRIERS TO ACHIEVEMENT:**

Funds must be identified for a contractor.

**2<sup>nd</sup> Quarter Federal Response:** How will this impact implementation?

**Georgia's Reply 3<sup>rd</sup> Quarter:** We believe alternative in-house methods for measuring the benchmark can be successful.

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>I9 ACTION STEPS:</b> |                        | Complete a monthly county-by-county report as it relates to the First Placement/ Best Placement Wrap Around Services used for each child in foster care. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| June 2002               | October 2003           | DFCS through contractors   | Complete a report as to the findings from December 2001 - March 2002. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** This was partially achieved. FP/BP Wrap Around policies and standards were revised. DFCS staff, providers, judges and CASA's received training on the new FP/BP Assessment and Wrap Around policies and standards.

**2<sup>nd</sup> Quarter Report:** No report is due for this quarter.

**2<sup>nd</sup> Quarter Federal Response:** [Identify progress made so far.](#)

**3<sup>rd</sup> Quarter Report:** The Foster Care Unit continues to provide technical assistance to counties with regards to the appropriate use of funds to provide identified Wrap-Around services for children, families and foster parents. Local county offices continue to provide monthly reports on a quarterly basis to the Foster Care Unit identifying monthly therapeutic services ordered and paid for on behalf of individual children, parents or foster parents. The Foster Care Unit continues to receive monthly Grant -In-Aid Budget Vs. Expense Reports which detail by county, the current service provision pattern and totals for each Wrap-Around service provided. The Division's implementation of the Wrap-Around services component along with the First Placement/Best Placement Assessment process will continue to provide information on which we will base reporting.

The Foster Care Unit is moving towards developing an access database to assist in identifying placement resource gaps. The Division's implementation of the Assessment component of First Placement/Best Placement will continue to provide information on needs and services of children, parents and foster parents.

**4<sup>th</sup> Quarter Response:** A monthly report has been generated. This report identifies by county the number of clients served each month with the specific type of wrap-around service.

**4<sup>th</sup> Quarter Federal Response:** The State's 4<sup>th</sup> quarter response is "A monthly report has been generated" (which was the goal). However, under "barriers" the State indicates that they believe they can develop an in-house method for measurement. Have you completed a report as to the findings from December 2001-March 2002?

#### **DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See UAS: [First Placement /Best Placement Assessment Services](#)

#### **BARRIERS TO ACHIEVEMENT:**

**2<sup>nd</sup> Quarter Report:** Funds must be identified for a contractor.

**2<sup>nd</sup> Quarter Federal Response:** [How will this impact implementation?](#)

**Georgia's Reply 3<sup>rd</sup> Quarter:** We believe alternative in-house methods for measuring the benchmark can be successful.



|                          |                        |  |   |
|--------------------------|------------------------|--|---|
| <b>I10 ACTION STEPS:</b> |                        | Georgia will complete an annual statewide review of the First Placement/ Best Placement Program to include on site case reviews of 50 randomly selected cases. This review will be similar to the federal on site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                        |
| Oct 2002                 | October 2003           | Alice Marie Hutchison, Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, Leslie Cofield, Dianne Yearby, Gloria Patterson  | Complete at least 50 case reviews beginning 1/2003. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> t Quarter Reports:** Four Foster Care staff has been assigned to work with county staff and other stakeholders on this action step for foster care indicators. Staff needs to be trained on the qualitative review process.

**3<sup>rd</sup> Quarter Report: Achieved.** We believe that the attached report 'First Placement/Best Placement Evaluation Final Conclusions' dated February 1, 2003, completed by Rollins School of Public Health, Emory University, addresses the review of the First Placement/Best Placement Assessment Model. Descriptive statistics were completed to assess the following primary program evaluation measures: 1). Whether or not children received the placement recommended by the multi-disciplinary team after the assessment. 2). The stability of placements. 3). The length of time children spend 'in care' from time of removal. Additionally, the qualitative case review process will indirectly tell us about our assessment practice in Georgia.

**3<sup>rd</sup> Quarter Federal Response:** [What about on site case reviews of 50 selected random cases?](#)

**4<sup>th</sup> Quarter Reply/Report:** We believe the Qualitative Reviews will provide insight on Georgia's First Placement/Best Placement approach to the assessment process, especially as it relates to the needs and services of the child, family and foster parents. Three counties have been selected by E&R to begin their review. Clayton Franklin and Lowndes counties are designated as the first selected counties to receive the review.

**4<sup>th</sup> Quarter Federal Response:** This has not been achieved and is related to the QA process. See questions/concerns noted above under Step I6.

**BARRIERS TO ACHIEVEMENT:**

| <b>I11 ACTION STEPS:</b> |                        | Georgia will complete an annual review throughout the state of the First Placement/ Best Placement Wrap Around Services Program by completing on-site case reviews during the same time as completing the random selected case review in #10 above. |   |
|--------------------------|------------------------|---|---|
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                        |
| Oct. 2002                | October 2003           | Alice Marie Hutchison, Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, Leslie Cofield, Dianne Yearby, Gloria Patterson   | Complete at least 50 case reviews beginning 1/2003. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** See Action Step just above.

**2<sup>nd</sup> Quarter Report:** No report is due this quarter.

Did you complete the on-site case reviews during the same time as completing the random selected case review?

**2<sup>nd</sup> Quarter Federal Response:** Identify progress made so far.

**3<sup>rd</sup> Quarter Response:** Achieved. Same as above

**4<sup>th</sup> Quarter Response:** SAME AS #8 and 10 ABOVE

**4<sup>th</sup> Quarter Federal Response:** Same as above.

**BARRIERS TO ACHIEVEMENT:**

| <b>I12 ACTION STEPS:</b> |                 | Georgia will continue to assess the effectiveness and impact of the First Placement/ Best Placement Program and Wrap Around Services Program in reducing the number of children in foster care once the family's needs and services have been met.<br><b>3<sup>rd</sup> Quarter:</b> Requesting ACF approval to delete this action step as it is the same as Action Step 8.<br><b>4<sup>th</sup> Quarter Federal Response:</b> <i>Instead of deletion, treat it as it is, (duplicate of Step 8) and identify accomplishment.</i> |                       |
|--------------------------|-----------------|--|-----------------------|
| START DATE               | COMPLETION DATE | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS |
| June 2003                | June 2004       | Joe Wassell, Betty Wrights, Millicent Houston, Gloria Patterson, Linda Ladd, Dianne Yearby, Leslie Cofield, Alice Marie Hutchison  | Report to team.       |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: What needs to be accomplished:** This step will be included in the independent study conducted by the contractor when selected. The Work Group will closely monitor action Steps 10 through 14. The completion of these steps is contingent on the completion of action steps 6,7,8 and 9.

**4<sup>th</sup> Quarter Response:** Same as # 8 and 10 above.

**4<sup>th</sup> Quarter Federal Response:** : Same as above.

**BARRIERS TO ACHIEVEMENT:**

| <b>I13 ACTION STEPS:</b> |                 | <p><b>If problem is predominantly institutional:</b><br/> Establish a larger state review group, which will include more stakeholders to review and provide technical assistance to counties and the annual statewide review of the First Placement/ Best Placement Program and Wraparound Services to include on site case reviews of 50 randomly selected cases.</p> <p><b>3rd Quarter:</b> Requesting ACF approval to eliminate this Action Step. The Qualitative case reviews will help us to determine if problems are primarily institutional issues.</p> <p><b>3rd Quarter Federal Response:</b> <a href="#">QCR impact on this action step as a substitution needs to be justified.</a></p> |  |
|--------------------------|-----------------|---|--|
| START DATE               | COMPLETION DATE | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS  |
| Nov. 2003                | June 2004       | Joe Wassell, Betty Wrights, Millicent Houston, Gloria Patterson, Linda Ladd, Dianne Yearby, Alice Marie Hutchison, Leslie Cofield   | Complete additional case reviews, if appropriate by 11/2003. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Contingent on the results of the above

**4<sup>th</sup> Quarter Report:** It is expected that the state will renegotiate this goal.

**4<sup>th</sup> Quarter Federal Response:** Same as above. The State indicates a plan to re-negotiate this goal. What is the new goal, and why is it being changed?

**BARRIERS TO ACHIEVEMENT:**

\_\_\_\_\_

| <b>I14 ACTION STEPS:</b> |                        | Examine policy and training effectiveness for DFCS staff and private providers.<br><b>3<sup>rd</sup> Quarter Report:</b> Requesting ACF approval to eliminate this Action Step. Reporting under the Action Step 6 as it relates to Qualitative Reviews should provide indicators regarding training and policy effectiveness.<br><b>3<sup>rd</sup> Quarter Federal Response:</b> <a href="#">The impact of substitution needs to be justified.</a> |   |
|--------------------------|------------------------|--|---|
| START DATE               | COMPLETION DATE        | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS   |
| Nov. 2003                | June 2004 and on-going | Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Linda Doster, Dianne Yearby, Leslie Cofield, Alice Marie Hutchison  | Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate. |

**ACCOMPLISHMENTS:**

**4<sup>th</sup> Quarter Federal Response:** [What is the current status? The State indicates a plan to remove this from the PIP. Why?](#)

**BARRIERS TO ACHIEVEMENT:**

| <b>I15 ACTION STEPS:</b> |                        | Recommend additional training and policy changes.<br><b>3<sup>rd</sup> Quarter:</b> ACF Approval requests same as above to delete this Action Step.<br><b>3<sup>rd</sup> Quarter Federal Response:</b> <a href="#">Refer to above statement.</a> |   |
|--------------------------|------------------------|--|---|
| START DATE               | COMPLETION DATE        | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS   |
| Nov. 2003                | June 2004 and on-going | Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Linda Doster, Alice Marie Hutchison, Dianne Yearby, Leslie Cofield  | Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate. |

**ACCOMPLISHMENTS:**

4<sup>th</sup> Quarter Federal Response: **The State indicates a plan to remove this from the PIP. Why?**

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |   |
|--------------------------|------------------------|---|---|
| <b>I16 ACTION STEPS:</b> |                        | Test whether needs and services to children and families changes after training and policy changes.   |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                      |
| Jan 2003                 | June 2004              | Alice Marie Hutchison, Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Stakeholders, Leslie Cofield, Dianne Yearby | Complete additional case reviews, if appropriate. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report:** Foster Care Consultants have started to visit counties within their assigned area(s), to monitor progress on permanency issues and provide training and technical assistance.

**3<sup>rd</sup> Quarter Report:** Monitoring continues.

**4<sup>th</sup> Quarter Report:** We will utilize the information gleaned from the Qualitative Reviews to assess whether the needs and services to children and families improve following training and policy changes. Information from Qualitative Review report findings will help determine future training and policy needs.

**4<sup>th</sup> Quarter Federal Response:** **See same comments under Step I6 related to QA.**

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |                                |
|--------------------------|------------------------|---|--------------------------------|
| <b>117 ACTION STEPS:</b> |                        | Identify if appropriate, other factors that may contribute to the needs and/services of children and families not being met while in foster care.<br>Evaluation: Please see Evaluation for Items 3 & 4, page B-2. |                                |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2003                | June 2004              | Alice Marie Hutchison, Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Stakeholder, Leslie Cofield, Dianne Yearby  | Complete a report to the team. |

**ACCOMPLISHMENTS:**

**2<sup>nd</sup> Quarter Report:** No report due this quarter.

**2<sup>nd</sup> Quarter Federal Response:** [Identify progress made so far.](#)

**3<sup>rd</sup> Quarter Response:** Qualitative Case Review reporting will assist in meeting this goal. First qualitative review report is due January 2004. In addition, the CPRS will help to identify factors that may contribute to needs and services of children and families not being met while in foster care.

**4<sup>th</sup> Quarter Report:** We will be better able to determine this information after several of the Qualitative Review reports are received. The first report is scheduled for January 2004.

**4<sup>th</sup> Quarter Federal Response:** [See comments under Step I6 related to QA.](#)

**BARRIERS TO ACHIEVEMENT:**





## Work Plan Detail J -- Item 18, Child and Family Involvement in Case Planning

*Goal: Families will have enhanced capacity to provide for their children's needs*

| <b>J1 ACTION STEPS:</b> |  | Training curriculum for caseworkers will include provision to specifically address child and family involvement in case planning. Special attention will be paid to involving fathers and older children. The committee and selected contractors will revise, field test and implement the Social Services New Worker curriculum. The revised curriculum will place additional emphasis on family centered practice. Completion Date: In November 2002 competencies were identified for New Worker Training. The Advisory Committee reviewed the first draft of the revised curriculum based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003. |  |
|-------------------------|--|---|--|
| START DATE              | COMPLETION DATE  | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS  |
| April 2002              | Sept. 2002<br><b>3rd Quarter:</b><br>Because of delays imposed through the contracting and RFP process we request ACF Approval to change date to July 2004<br><b>3rd Quarter Federal Response:</b><br>We anticipate to measure your progress in this area by the end of 4th Qtr. | Professional Development Section, TA: Ed Fuller   | All curricula will include those provisions<br>Evaluation: Survey sampling of caseworkers and supervisors will be done to measure understanding. |

### ACCOMPLISHMENTS:

**1<sup>st</sup> and 2nd Quarter Reports: Achieved.** The DFCS Professional Development Section (PDS) established a Social Service Curriculum Advisory Committee to address the training needs of Social Services staff. Committee members include state and county

staff, and other community stakeholders. Completion Date: In November 2002 competencies were identified for New Worker Training. The Advisory Committee reviewed the first draft of the revised curriculum based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003.

**2<sup>nd</sup> Quarter Federal Response:** ACTION STEPS NEED TO BE ADDRESSED IN ORDER TO INDICATE ACCOMPLISHMENTS. What can the State give us to show this has been achieved?

**3<sup>rd</sup> Quarter Georgia Report:** The state incorrectly reported this action step as achieved. A draft of the competencies were reviewed and received input from the Advisory Committee in November 2002. The DFCS Professional Development Section in consultation with an external consultation group combined the feedback from the Advisory Committee and providing their input developed the Georgia specific competencies based upon the CWLA competencies. The final listing of Georgia specific competencies for new worker curriculum was completed in the spring quarter 2003. The Professional Development Section currently has the Curriculum Plan for Competency Based Core Curriculum for Child Welfare Case Managers. This Plan represents the content and the process for the final curriculum. The current Curriculum Plan does not specify family centered practice. We will incorporate specific content regarding involvement of fathers and older children.

**4<sup>th</sup> Quarter Federal Response:** The status of this action step is not clear. The State references an attachment related to competency based curriculum. Does this mean that the curriculum has been completed and the action step completed? It appears the evaluation piece of this action step has not been completed.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:** Please see the attached Competency Based Core Curriculum for Child Welfare Case Managers Trainer's Manual I, II, III, and IV.

**BARRIERS TO ACHIEVEMENT:**

|                                |   |                           |                          |
|--------------------------------|---|---------------------------|--------------------------|
| <p><b>J2 ACTION STEPS:</b></p> | <p>Judicial training will highlight the findings of the federal review on this item and the need for making sure that families and children are involved in their case planning.<br/>Evaluation: Survey sampling of judges will be done to measure compliance. A class on the federal PIP will be scheduled for the Spring 2003 Council of Juvenile Court Judges conference, May 4-6.</p> |                           |                          |
| <p><b>START</b></p>            | <p><b>COMPLETION</b></p>  | <p><b>RESPONSIBLE</b></p> | <p><b>MEASURABLE</b></p> |

| DATE       | DATE      | PERSON(S)                       | BENCHMARKS  |
|------------|-----------|---------------------------------|---|
| April 2002 | Nov. 2003 | Eric John, TA: Michelle Barclay | Annual training will include session on the federal review. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Report:** The federal PIP was presented at the judge's conference during the pre-conference meetings. It has also been distributed via the web on the Georgia juvenile court judge's list serv. A class on the federal PIP was conducted during the Child Placement Conference in the fall of 2002, which was attended, by judges, caseworkers, attorneys and CASAs. A class on the federal PIP was conducted during the Child Placement Conference in the fall of 2002, which was attended, by judges, caseworkers, attorneys and CASAs.

**3rd Quarter Report:** The survey regarding judge's knowledge of the PIP will be completed by the end of the summer.

**4<sup>th</sup> Quarter Report:** A survey assessing judges' knowledge of the PIP is presently being created. It will be distributed to judges by the end of November 2003.

**4<sup>th</sup> Quarter Federal Response:** The completion date in the PIP is November 2003. Has the State now completed this? We need more clarification on the evaluation piece.

**BARRIERS TO ACHIEVEMENT:**

|                         |  |
|-------------------------|--|
| <b>J3 ACTION STEPS:</b> | SAAG training will highlight the findings of the federal review on this item and the need for making sure that families and children are involved in their case planning.<br>Evaluation: Survey sampling of judges will be done to measure compliance. |
|-------------------------|--|

| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S)             | MEASURABLE BENCHMARKS                                       |
|------------|-----------------|-----------------------------------|---|
| April 2002 | Aug. 2002       | Vivian Egan, TA: Michelle Barclay | Annual training will include session on the federal review. |

**ACCOMPLISHMENTS:**

**Achieved.** SAAG's received training regarding the findings of the Federal Review.

**4<sup>th</sup> Quarter Federal Response:** The State articulates that this has been achieved, but provides no information. **When was the training done? How many SAAGs were trained?** We need more clarification on the evaluation piece.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>J4 ACTION STEPS:</b> |                        | The CPRS will be mandated to make sure that documentation of parental involvement be collected statewide. Evaluation: A report documenting parental involvement will be generated from the CPRS and distributed monthly to supervisors and county directors. A quarterly report will be presented to the Regional IV staff after review and approval by Division, SOA and Commissioner. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                  |
| April 2002              | July 2003              | Kelli Stone, TA: Michelle Barclay   | All case plans will be entered into the CPRS. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Response as of 12/13/2002: There is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of 159 counties have been trained to use the new system. After the implementation plan is complete at the end of January 2003, the monthly reports will begin.

**2<sup>nd</sup> Quarter Report:** Response as of 4/16/2003: All 159 counties have been trained. All the judges have been trained. The courts have hired a manager full time to serve the judge's needs for the system. For the month of March 2003, there were 2154 successful logins to the system. As of 4/16/2003 there are 11, 884 case plans in various states of revision in the system. A monthly report of parental involvement has NOT been created as of yet, due to other functionality needs of the system, which had to be addressed first.

**3<sup>rd</sup> Quarter Report:** The Case Plan Reporting System has been trained and implemented in all 159 Georgia Counties. Use of CPRS is now required by DFCS policy. The system is available on the Internet at [www.gacaseplan.org](http://www.gacaseplan.org). There is also a link on this website that allows the user with no ID or password to access a demo version of CPRS. The system collects documentation about the participation of the parent and child in the development of the case plan. See attached the documentation CPRS 'Participation' screen print.

**3<sup>rd</sup> Quarter Federal Response:** Action Steps have not been fully addressed.

**4<sup>th</sup> Quarter Report:** The build of the report function has been requested.

**4<sup>th</sup> Quarter Federal Response:** The State articulates that completion of the report function is delayed due to CPRS staff involvement in other projects. The due date was June 2003. What is the new due date that the State is requesting?

**BARRIERS TO ACHIEVEMENT:**

**4<sup>th</sup> Quarter Report:** Completion of the report function is delayed due to CPRS staff involved in other projects.

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>J5 ACTION STEPS:</b> |                        | Family group conferencing must be done at the 30-day case plan with multi-disciplinary staffing to ensure parental involvement in case planning.<br>Evaluation: Sample spot checks with counties will occur to see if counties are in compliance. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| July 2002               | June 2004              | County Supervisors  | Family group conferencing will take place with all foster care cases. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Reports:** Achieved. All DFCS staff and FP/BP providers have received training on Family Team Conferencing and Multi-Disciplinary Team Meetings (MDT). Additional training will be offered to DFCS staff and FP/BP providers in January 2003, June 2003 and September 2003.

**2<sup>nd</sup> Quarter Federal Response:** What can the State give us to show this has been achieved?

**DOCUMENTATION:** See attached PIP Items 7,9,12,18,21,23

**3<sup>rd</sup> Quarter Federal Response:** Progress needs to be addressed.

**4<sup>th</sup> Quarter Report:** Beginning the spring of 2004 additional training will be provided to county case manager and supervisor staff on MDT and Family Conferencing.

**4<sup>th</sup> Quarter Federal Response:** The State indicates that this step has been achieved. They have provided training. However, the goal is to ensure that family group conferencing is done at the 30-day case plan and that parental involvement met. The State plans to evaluate by conducting spot checks for compliance. We need more information. How does the State know that parental involvement has increased and that family group conferencing is done at the 30-day case plan? Have they done reviews? If so, what are the results?

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>J6 ACTION STEPS:</b> |                        | Family Group Conferencing and First Placement/Best Placement projects will get sufficient support, leadership and project management to ensure successful implementation and maintenance.<br>Evaluation: Feedback will be sought quarterly from the project managers on progress and needs for continued successful implementation. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Jan. 2002               | July 2002              | Juanita Blount-Clark, Social Services Section Director  | A project manager will be assigned to both programs with full support for implementation. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Achieved. Four Foster Care staff has been assigned to work with providers, county staff and other state office consultants to manage, monitor and provide technical assistance to counties and providers on Family Team Meetings and FP/BP services.

**Completion date:** December 2002.

**2<sup>nd</sup> Quarter Federal Response:** Were you able to obtain feedback in the last quarter from the project managers on progress and needs for continued successful implementation.

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** Yes, the four foster care staff provides regular reporting regarding the progress and needs for successful Family Group Conferencing and FP/BP activities.

**4<sup>th</sup> Quarter Federal Response:** The State indicates that this step has been achieved. However, we need more information regarding the evaluation piece of the action step.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>J7 ACTION STEPS:</b> |                        | Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2001              | June 2004              | Commissioner Jim Martin, Governor, Georgia Legislature  | Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Report:** 388 caseworker positions were requested in this year's DHR budget request to the Governor. If the Governor approves this request, then the request will go to the legislature.

**3<sup>rd</sup> Quarter Report:** Achieved. DFCS received 100 positions in both years and 125 positions in SFY '04.

**3<sup>rd</sup> Quarter Federal Response:** When is the next annual request due?

**4<sup>th</sup> Quarter Georgia Reply:** See 4<sup>th</sup> quarter barrier statement.

**4<sup>th</sup> Quarter Federal Response:** See bullet #2 under Work Plan G, related to caseworker positions (Step G1). Same questions raised.

**BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Report:** There is a severe budget shortfall this year. Budget information from the Governor's office is still not available at this date.

**2<sup>nd</sup> Quarter Federal Response:** [How will budget issues impact this?](#)

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** The annual request to the state legislature for additional staff will continue. This benchmark is achieved.

**4<sup>th</sup> Quarter Report:** Given the critical nature of the state's budget situation for Fiscal Year 2005, the Department has not been able to submit a request for additional staff. However, since the needs for additional resources have not diminished the Department has focused on improving the use of current resources. The DFCS budget package for SFY05 includes a major restructuring of state and regional operations, with the intent of freeing up additional resources which can be placed in county offices. The implementation team, which will fully define the plan, began its work in October, and the changes would be effective July 1, 2004 if legislative approval is received.

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## Work Plan Detail K -- Item 19, Worker Visits with Child

*Goal: Reduce caseload size*

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>K1 ACTION STEPS:</b> |                        | Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2001              | June 2004              | Commissioner Jim Martin, Governor, Georgia Legislature  | Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions |

### ACCOMPLISHMENTS:

**1st and 2nd Quarter Report:** The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.

**3rd Quarter Report: Achieved.** Besides the 100 positions obtained in 2002 and 2003, the Department received 125 positions in 2004.

### BARRIERS TO ACHIEVEMENT:

**1st and 2nd Quarter Report:** Economic down turn in Georgia may prohibit the authorization of staff as recommended.

**2nd Quarter Federal Response:** [INDICATE HOW THIS BARRIER WOULD NOT AFFECT THE ACHIEVEMENT OF THIS GOAL.](#)

**Georgia's Reply 3rd Quarter:** The annual request to the state legislature for additional staff will continue.

**4th Quarter Update:** Given the critical nature of the state's budget situation for Fiscal Year 2005, the Department has not been able to submit a request for additional staff. However, since the needs for additional resources have not diminished the Department has focused on improving the use of current resources. The DFCS budget package for SFY05 includes a major restructuring of state and regional operations, with the intent of freeing up additional resources which can be placed in county offices. The implementation team, which will fully define the plan, began its work in October, and the changes would be effective July 1, 2004 if legislative approval is received.

**4<sup>th</sup> Quarter Federal Response:** The State is relying on legislative approval for additional staff. What is the contingency plan for the State if the proposed budget/staff requests are not approved?

**Goal: Develop visitation opportunities in the least restrictive setting and in compliance with ASFA guidelines**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>K2 ACTION STEPS:</b> |                        | Review current policies and practices in accordance with ASFA guidelines. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>              |
| Mar. 2002               | Sept. 2002             | (all Services Units)  | Completion of policy and practice review. |

**ACCOMPLISHMENTS:**

**Achieved September 2002.** Foster Care policy reviewed in relation to ASFA, CWLA Standards and the policies of representative states.

**BARRIERS TO ACHIEVEMENT:**

|                         |  |   |                              |
|-------------------------|--|---|------------------------------|
| <b>K3 ACTION STEPS:</b> |  | Revise policy and practice according to need. |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>                               | <b>RESPONSIBLE PERSON(S)</b>                  | <b>MEASURABLE BENCHMARKS</b> |
| May 2002                | April 2003<br>Requesting a date change to Julv 2003. | Foster Care Unit, Linda Doster                | Implement revised policy.    |

| START DATE | COMPLETION DATE   | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|------------|---|-----------------------|-----------------------|
|            | <p><b>2nd Quarter Federal Response:</b><br/> If extension is granted, indicate how this will be done in July?</p> <p><b>3rd Quarter Georgia's Reply:</b><br/> This will allow the approval and printing of policy material, as well as training for C &amp; S Consultants 7/18/03. The Online Supervisory Review Guide continues being field- tested.</p> |                       |                       |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially achieved.** Draft policy strengthens the use of 'least restrictive' visitation settings, including visitation centers. (Documentation required when setting is that of county office.) See above for 'next steps' and measurement methods to be developed and used.

**2<sup>nd</sup> Quarter Report:** Policy revisions regarding visitation practices finalized and are ready for print and distribution. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by June 2003.

**3<sup>rd</sup> Quarter Report: Partially Achieved.** Policy revisions regarding visitation practices have been distributed to the field. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by September 2003.

**4<sup>th</sup> Quarter Report: Partially Achieved:** Revised strategy for monitoring progress to include the use of the data from Qualitative Reviews which were initiated in October 2003. The measurement collection tool will be published in a quarterly report Safe Futures: A Child Welfare Reform Plan Monitoring Progress Matrix. This report is shared within the organization and up through the chain of command to the Governor. Additionally, the social services web page has been established that will allow for the publication and the collection of data related to Supervisory Review Guides and other CSFR/PIP related goals.

**4<sup>th</sup> Quarter Federal response:** What is the status & completion date for the Online Supervisory Review Guide?

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See attached for Supervisory Review Guide; and Monitoring Progress Matrix.

**BARRIERS TO ACHIEVEMENT:**

**2<sup>nd</sup> Quarter Federal Response:** THIS IS THE SECOND REQUEST FOR A DATE CHANGE.

**2<sup>nd</sup> Quarter Federal Response:** EXPLAIN BARRIERS TO ACHIEVING THE INITIAL APPROVED DATE.

**Georgia's Reply 3<sup>rd</sup> Quarter:** The revised policy material was held until the Division's Management Team could review in April 2003. The material went to print and was distributed to the field in May 2003. The Online Supervisory Review Guide continues to be field-tested before being used statewide by supervisory staff.

**3<sup>rd</sup> Quarter Federal Response:** The above underlined statement does not appears to be a barrier to achievement.

|                         |  |   |   |
|-------------------------|--|---|---|
| <b>K4 ACTION STEPS:</b> |  | Develop community-based partnerships to enhance utilization of child friendly visitation centers. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| April 2002              | June 2004<br>Requesting a date change to July 2003<br><b>2nd Quarter Federal Response:</b> | County Department, Kathy Herren   | Decreased use of agency office as a visitation site. Revise supervisory review tool to identify that 'least restrictive' visitation was/was not appropriate for the case. |

| START DATE | COMPLETION DATE  | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|------------|--|-----------------------|-----------------------|
|            | <p style="text-align: center;">LAST<br/>QUARTERLY<br/>REPORT<br/>INDICATED TWO<br/>COMPLETION<br/>DATES; JULY 2002<br/>AND JUNE 2004? If<br/>extension is granted,<br/>indicate how this will<br/>be done in July?</p> <p style="text-align: center;"><b>3rd Quarter<br/>Report:</b> Disregard<br/>the 2nd quarter<br/>request it was made<br/>in error.</p> |                       |                       |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially achieved.** Draft policy strengthens the use of 'least restrictive' visitation settings, including visitation centers. (Documentation required when setting is that of county office.) See above for 'next steps' and measurement methods to be developed and used.

**2<sup>nd</sup> Quarter Report: Partially Achieved.** Policy Revisions regarding visitation in least restrictive settings have been finalized and are ready for print and distribution. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by June 2003.

**3<sup>rd</sup> Quarter Report: Partially achieved.** Policy revisions regarding visitation in 'least restrictive settings' have been distributed to the field. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by September 2003.

**4<sup>th</sup> Quarter Report: Partially Achieved:** Revised strategy for monitoring progress to include the use of the data from Qualitative Reviews which were initiated in October 2003. The measurement collection tool will be published in a quarterly report Safe Futures:

A Child Welfare Reform Plan Monitoring Progress Matrix. This report is shared within the organization and up through the chain of command to the Governor. Additionally, the social services web page has been established that will allow for the publication and the collection of data related to Supervisory Review Guides and other CSFR/PIP related goals.

**4<sup>th</sup> Quarter Federal Response:** Progress on the visitation center needs to be documented.

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See attached for Supervisory Review Guide; and Monitoring Progress Matrix.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>K5 ACTION STEPS:</b> |                        | Develop training components to support visitation with child and family.<br>Evaluation: Please see evaluation for Items 3 & 4, page B-3. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| April 2002              | Sept 2002              | Geraldine Jackson White  | Development of curriculum for new worker training and veteran staff. |

**ACCOMPLISHMENTS:**

**Achieved.** The DFCS Professional Development Section (PDS) established a Social Service Curriculum Advisory Committee to address the training needs of Social Services staff. Committee members include state and county staff, and other community stakeholders. The committee and selected contractors will revise, field test and implement the Social Services New Worker curriculum. The revised curriculum will place additional emphasis on family centered practice.  
Completion Date: In November 2002 competencies were identified for New Worker Training. The Advisory Committee reviewed the first draft of the revised curriculum based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003.

**BARRIERS TO ACHIEVEMENT:**

**Goal: ICPC compliance with quarterly requirements**

| <b>K6 ACTION STEPS:</b> |   | Review of ICPC policy compliance for quarterly reports to ensure appropriate contacts are being made. |  |
|-------------------------|---|---|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| April 2002              | June 2003<br>Requesting a date change to July 2003. This will allow the approval and printing of policy material, as well as training for C & S Consultants 7/18/03. The Online Supervisory Review Guide continues being field- tested.<br><b>3rd Quarter Federal Response:</b><br>We anticipate to measure your progress in this area by the end of 4th Qtr. | Foster Care Unit, Local County Department   | Track ICPC approved placements to assure that quarterly reports have been submitted. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially achieved.** See Action Step 2 above re: revised contact standards. Online Supervisory Review Guide to include as a compliance item (3/03). Supervisors will randomly select cases and review for compliance. Also exploring the use of the ICPC Tracking System to determine if reports are received quarterly in the State ICPC Unit.

**2<sup>nd</sup> Quarter Report:** No report is due this quarter. **Partially achieved.** Policy revisions emphasizing the receipt of quarterly reports finalized and are ready for distribution. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by June 2003.

**3<sup>rd</sup> Quarter Report: Partially achieved.** Policy revisions emphasizing the receipt of quarterly reports have been distributed to the field. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by September 2003.

**4<sup>th</sup> quarter Report: Partially Achieved:** Revised strategy for monitoring progress to include the use of the data from Qualitative Reviews which were initiated in October, 2003. The measurement collection tool will be published in a quarterly report Safe Futures: A Child Welfare Reform Plan Monitoring Progress Matrix. This report is shared within the organization and up through the chain of command to the Governor. Additionally, the social services web page has been established that will allow for the publication and the collection of data related to Supervisory Review Guides and other CSFR/PIP related goals.

**4<sup>th</sup> Quarter Federal Response: State is behind in completion date of this action step.** Progress on this action step is contingent upon the QR.

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See attached for Supervisory Review Guide; and Monitoring Progress Matrix.

**BARRIERS TO ACHIEVEMENT:**

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## Work Plan Detail L -- Item 20, Worker Visits with Parents

*Goal: Reduce caseload size*

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>L1 ACTION STEPS:</b> |                        | Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2001              | June 2004              | Commissioner Jim Martin, Governor, Georgia Legislature  | Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions |

### ACCOMPLISHMENTS:

**1st and 2nd Quarter Report:** The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.

**3rd Quarter Report:** Achieved. Besides the 100 positions obtained in 2002 and 2003, the Department received 125 positions in 2004.

**3rd Quarter Federal Response:** [When is the next annual request due?](#)

**4th Quarter Update:** [See 4th Quarter Barrier Statement.](#)

**4th Quarter Federal Response:** [See comments on L1](#)

### BARRIERS TO ACHIEVEMENT:

**1st and 2nd Quarter Report:** Economic down turn in Georgia may prohibit the authorization of staff as recommended.

**2nd Quarter Federal Response:** [INDICATE HOW THIS BARRIER WOULD NOT AFFECT THE ACHIEVEMENT OF THIS GOAL.](#)

**3rd Quarter Georgia's Reply:** The annual request to the state legislature for additional staff will continue.

**4<sup>th</sup> Quarter Update:** Given the critical nature of the state's budget situation for Fiscal Year 2005, the Department has not been able to submit a request for additional staff. However, since the needs for additional resources have not diminished the Department has focused on improving the use of current resources. The DFCS budget package for SFY05 includes a major restructuring of state and regional operations, with the intent of freeing up additional resources which can be placed in county offices. The implementation team, which will fully define the plan, began its work in October, and the changes would be effective July 1, 2004 if legislative approval is received.

**Goal: To have meaningful and purposeful visits between parents and case managers**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>L2 ACTION STEPS:</b> |                        | Revise current practice standards by establishing guidelines for frequency expectations of contacts with parents. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>              |
| Mar. 2002               | Sept. 2002             | Foster Care Unit, Linda Doster  | Completion of policy and practice review. |

**ACCOMPLISHMENTS:**

**Achieved.** Foster Care policy reviewed in relation to ASFA, CWLA Standards and the policies of representative states.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>L3 ACTION STEPS:</b> |                        | Establish a standard for expectations for visits with parents to occur in the residence of the parent at least every other month. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                                |
| Mar. 2002               | June 2003              | Foster Care Unit, Linda Doster  | Developed visitation opportunities in the least restrictive |

|  |  |  |   |
|--|--|--|---|
|  |  |  | setting and in compliance with ASFA guidelines. |
|--|--|--|---|

**ACCOMPLISHMENTS:**

**Achieved.** Policy revisions regarding contacts with parents (frequency, location, purpose, etc.) have been finalized and are ready for print and distribution.

**BARRIERS TO ACHIEVEMENT:**



| <b>L4 ACTION STEPS:</b> |   | Revise the Supervisory Review tools to assure that policy compliance and good practice are in place. |                                   |
|-------------------------|---|--|-----------------------------------|
| <b>START DATE</b>       | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>      |
| Mar. 2002               | June 2003<br><b>2nd Quarter:</b><br>Requesting a date change to July 2003<br><b>2nd Quarter Federal Response:</b><br>EXPLAIN THE REASON WHY YOU ARE REQUESTING A CHANGE OF DATE FOR THE SECOND TIME IN THE BARRIERS TO ACHIEVEMENT COLUMN | Ed Fuller, Betty Wrights, Kathy Herren   | Revised Supervisory Review Guide. |

| START DATE | COMPLETION DATE   | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|------------|---|-----------------------|-----------------------|
|            | <p><b>3rd Quarter Georgia Reply:</b><br/>           Technical hardware problems regarding the Online Supervisory Review Guide delayed the statewide implementation. The Supervisory Review Guide is expected to be statewide by September 2003</p> <p><b>3rd Quarter Federal Response:</b><br/> <u>The above underlined statement appears to be a barrier to achievement.</u></p> |                       |                       |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Measurement methods in process of development:** On line Supervisory Review Guide questions developed by 3/03. Information to be compared with baseline data obtained from an online survey of 159 county offices re: worker-parent visitation practices, including the primary visitation location. Survey to be administered statewide 1/03.

**2<sup>nd</sup> Quarter Report: No report due for this quarter.**

**3<sup>rd</sup> Quarter Report: Partially achieved:** Online Supervisory Review Guide questions are currently being field-tested. Statewide implementation is planned by September 2003.

**4<sup>th</sup> Quarter Report: Partially Achieved:** Revised strategy for monitoring progress to include the use of the data from Qualitative Reviews which were initiated in October 2003. The measurement collection tool will be published in a quarterly report Safe Futures: A Child Welfare Reform Plan Monitoring Progress Matrix. This report is shared within the organization and up through the chain of command to the Governor. Additionally, the social services web page has been established that will allow for the publication and the collection of data related to Supervisory Review Guides and other CSFR/PIP related goals.

**4<sup>th</sup> Quarter Federal Response:** Have you revised the supervisory review?

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See attached for Supervisory Review Guide; and Monitoring Progress Matrix.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>L5 ACTION STEPS:</b> |                        | Develop training components to support work with the parents through 'New Worker Training' and as on-going skills training course for veteran staff.<br>Evaluation: Please see Evaluation for Items 3 & 4, page B-2. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Mar. 2002               | Sept 2002              | Geraldine Jackson White  | Development of curriculum for new worker training and veteran staff. |

**ACCOMPLISHMENTS:**

**Achieved.** The DFCS Professional Development Section (PDS) established a Social Service Curriculum Advisory Committee to address the training needs of Social Services staff. Committee members include state and county staff, and other community stakeholders. The committee and selected contractors will revise, field test and implement the Social Services New Worker curriculum. The revised curriculum will place additional emphasis on family centered practice.  
Completion Date: In November 2002 competencies were identified for New Worker Training. The Advisory Committee reviewed the

first draft of the revised curriculum based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003.

**BARRIERS TO ACHIEVEMENT:**

*Goal: ICPC compliance with quarterly reporting requirements.*

| <b>L6 ACTION STEPS:</b> |   | Review of ICPC policy compliance for quarterly reports to ensure appropriate contacts are being made. |  |
|-------------------------|---|---|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Mar. 2002               | June 2003 ACF Approved<br>Requesting a date change to July 2003.<br><b>2nd Quarter</b><br><b>Federal Response:</b><br>EXPLAIN THE REASON WHY YOU ARE REQUESTING A CHANGE OF DATE FOR THE SECOND TIME IN THE BARRIERS TO ACHIEVEMENT COLUMN<br><b>3rd Quarter</b><br><b>Georgia's Reply:</b> | Foster Care Unit, Local County Department   | Track ICPC approved placements to assure that quarterly reports have been submitted.<br>Evaluation: Please see Evaluation for Items 3 & 4, page B-3. |

|  |   |  |  |
|--|---|--|--|
|  | <p>This will allow the approval and printing of policy material and the field-testing of the Online Supervisory Review Guide to monitor compliance.</p> |  |  |
|--|---|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Measurement methods in process of development:** On line Supervisory Review Guide questions developed by 3/03. Information to be compared with baseline data obtained from an online survey of 159 county offices re: worker-parent visitation practices, including the primary visitation location. Survey to be administered statewide 1/03.

**2<sup>nd</sup> Quarter Report:** No report is due this quarter.

**Partially achieved:** Policy revisions emphasizing the receipt of quarterly reports finalized and are ready for print and distribution. Online Supervisory Review Guide questions are currently being field-tested. Implementation is planned by July 2003.

**3<sup>rd</sup> Quarter Report: Partially achieved:** Policy revisions emphasizing the receipt and monitoring of quarterly reports have been distributed to the field. Online Supervisory Review Guide questions are currently being field-tested. Implementation is planned by September 2003.

**4<sup>th</sup> Quarter Report: Partially Achieved:** Revised strategy for monitoring progress to include the use of the data from Qualitative Reviews which were initiated in October 2003. The measurement collection tool will be published in a quarterly report Safe Futures: A Child Welfare Reform Plan Monitoring Progress Matrix. This report is shared within the organization and up through the chain of command to the Governor. Additionally, the social services web page has been established that will allow for the publication and the collection of data related to Supervisory Review Guides and other CSFR/PIP related goals.

**4<sup>th</sup> Quarter Federal Response:** State needs to track ICPC approved placements to assure that quarterly reports have been submitted. . Progress on this action step is contingent upon the QR.

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See attached for Supervisory Review Guide; and Monitoring Progress Matrix.

**BARRIERS TO ACHIEVEMENT:**

\_\_\_\_\_



## Work Plan Detail M -- Item 21, Educational Needs of the Child

|                         |                        |  |                              |
|-------------------------|------------------------|--|------------------------------|
| <b>M1 ACTION STEPS:</b> |                        | Change Placement policy to require all counties to use the CPRS for each child coming into care. |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b> |
| Mar. 2002               | Dec. 2002              | Foster Care Unit   | Completion of policy change. |

### ACCOMPLISHMENTS:

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Report: Achieved.** Memo sent July 2, 2002 to all DFCS agencies directing them to use the CPRS system for each child entering care.

### BARRIERS TO ACHIEVEMENT:

**2<sup>nd</sup> Quarter Federal Response: What can the State give us to show this has been achieved?**

### DOCUMENTATION:

**3<sup>RD</sup> Quarter Report Georgia's Reply: Achieved.** See attached Foster Care Services: Case Plan PIP ITEMS 7, 9, 12, 18, 21, 23. See Memo dated August 20, 2002 regarding CPRS Training.

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>M2 ACTION STEPS:</b> |                        | Expand fields on Education Screen in CPRS to add the following: 'Has the child had an educational assessment within the last 12 months?' 'Does the child's educational plan reflect and incorporate the findings of the most recent comprehensive assessment?' 'Have the details of the child's education needs been provided to the placement resource?' 'If the child is below school age, has there been a developmental assessment?' 'Is the child developmentally delayed?' 'Have the child's educational needs been provided to the boarding county if the child is placed out of county?' |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>           |
| Mar. 2002               | Feb. 2004              | Kelli Stone. FP/BP Technical Assistance  | Fields added to CPRS Education Screen. |

| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS   |
|------------|-----------------|-----------------------|---|
|            |                 | Team, CAPS Section    | FP/BP Assessment will cover this area during assessment. FP/BP standards will be revised to include this information so that caseworker can include on CPRS<br>Evaluation: Please see Evaluation for Items 3 & 4, page B-2 of the original PIP. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Report: Partially Achieved.** The First Placement/Best Placement training has occurred for over 3,600 providers, DFCS Child Protective Services and Foster Care staff, State Office Consultants, foster and adoptive parents, and judges in more than 17 sessions statewide. The CPRS system does not currently collect the data necessary to achieve this goal. Expected completion date is February 2004.

**3<sup>rd</sup> Quarter Report: ACHIEVED.** The Case Plan Reporting System (CPRS) was enhanced to include 6 data elements to more carefully guide the case manager in gathering more complete documentation about the child's education. Those elements are:

- Has the child had an educational assessment within the last 12 months?
- Does the child's educational plan reflect and incorporate the comprehensive assessment?
- Has the child's education plan been provided to the placement resource?
- Is the child is below school age, has there been an educational assessment?
- Is the child developmentally delayed?
- Have the education records been sent to the boarding county?

**DOCUMENTATION:**

See attached CPRS screen print Child and Family Wellbeing 2 Item 21.

**BARRIERS TO ACHIEVEMENT:**





## Work Plan Detail N -- Item 22, Physical Health of the Child

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>N1 ACTION STEPS:</b> |                        | Georgia will put in to policy a descriptive usage of how the county mini -- grants and the Safe and Stable Families Programs can be used to meet the health needs and provide services to children in CPS and Foster Care cases. This will encourage the use of these programs to add more resources to services families in each county. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>            |
| Jan. 2002               | July 2002              | Rebecca Jarvis , Linda Doster, Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice-Marie Hutchison   | Provide new policy and obtain approval. |

### ACCOMPLISHMENTS:

**Achieved:** Policy was revised and approved in July 2002 to reflect a descriptive usage of the county mini-grant and the Safe and stable Families Program that can be used to meet the Health needs of children and provide services to children in CPS. In Foster Care cases, training has been provided to staff to clarify funding sources to respond to the physical health needs of children in foster care as a result of the FP/BP assessment. Also, DFCS and Public Health are working together to establish a system for ongoing monitoring, sharing information and analyzing any further needs or services for children in foster care. **What needs to be completed:** Four Foster Care Consultants have been assigned to the 12 field areas to monitor foster care related PIP indicators. These staff will review cases along with supervisors in their assigned counties. These assignments will be effective 2/15/03.

### BARRIERS TO ACHIEVEMENT:

|                         |                   |  |                   |
|-------------------------|-------------------|--|-------------------|
| <b>N2 ACTION STEPS:</b> |                   | Georgia will continue to require all providers to complete a Multi Discipline Team Meeting for each Comprehensive Child and Family Assessment to determine the appropriate health needs and services of all children entering foster care program within the first 30 to 60 days of the child entering care. |                   |
| <b>START</b>            | <b>COMPLETION</b> | <b>RESPONSIBLE</b>   | <b>MEASURABLE</b> |

| DATE       | DATE                   | PERSON(S)  | BENCHMARKS                            |
|------------|------------------------|--|---------------------------------------|
| April 2002 | Dec. 2002 and on-going | Joe Wassell, Betty Wrights, Millicent Houston, Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice-Marie Hutchison , Linda Ladd | Review at each annual on-site review. |

**ACCOMPLISHMENTS:**

**Achieved:** As Part of the First Placement/Best Placement initiative in February 2001 policy was implemented that requires every child that enters foster care in Georgia and remains in foster care after 72 hour hearing to have a First Placement, Best Placement Assessment. With the assessment it is also required that a MDT meeting is held to determine the service needs of the child and family. The MDT meeting is held within the first 30 to 60 days of a child's placement in foster care. To monitor the effectiveness of the FPBP assessment as well as the MDT, four foster care consultants have been assigned to the 12 regions. These consultants will conduct onsite reviews, which are scheduled to begin in February 2003. CPRS will also provide a monitoring mechanism in which case manager are required to enter the date the FPBP assessment was initiated and the date the MDT meeting was held and any service needs and recommendations of the child and family. The four consultants will conduct onsite reviews of randomly selected cases with various counties along with Fulton County to assess if the private providers are meeting the standards for the FPBP assessment and if the county staff is implementing the service recommendations indicated for the child and family at the MDT team meeting with the use of wrap around funds. The reviews will aide in determining if the county staff is initiating assessments on every child that enters and remains in foster care after the 72-hour hearing. **Actions for next quarter:** The onsite reviews are not scheduled to begin until February 2003 after training of DFCS staff and private providers. Once the reviews are conducted, compilation of data collected is needed to determine if Multi Disciplinary teams are being conducted after the completion of the First Placement Best Placement Assessment. The field in CPRS to report the service needs and recommendations of the child from the Multi Disciplinary Team is needed to adequately measure the benchmark.

**BARRIERS TO ACHIEVEMENT:**



|                         |  |
|-------------------------|--|
| <b>N3 ACTION STEPS:</b> | Georgia will complete technical assistance to DFCS staff and private providers as to how to complete a comprehensive assessment and how to use the collected information to make the most appropriate health |
|-------------------------|--|

|            |                       | decision at the beginning of the child's stay in foster care. The FP/BP information will also be used to develop more effective case plans for the child and family. |   |
|------------|-----------------------|--|---|
| START DATE | COMPLETION DATE       | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS   |
| July 2002  | Dec. 2002 and ongoing | LeslieCofield, Dianne Yearby, Patricia Nealy, Alice Marie Hutchison, Betty Wrights, Millicent Houston, (Technical Assistance Team)                                   | Provide 11 county site training to staff and providers beginning in 7/2002. |

**ACCOMPLISHMENTS:**

**This benchmark is achieved.** Statewide training of DFCS staff and Private Providers began in July 2002 and will end in January 2003. A Technical Assistance Team has been created and designated for each field area. The Technical Assistance team member assigned to the field area will begin providing consultation, support and training in February 2003. Technical Assistance Teams will need to provide the ongoing consultation, support, and training for county DFCS offices and private providers. The monthly report received from the county indicating the number of FP/BP Assessments completed for the month will assist in measuring this benchmark and establishing the counties that need technical assistance. Also, once CPRS has the field that allows case managers and providers to record information on the date of the Multi Disciplinary Team meeting and the service recommendations and needs of the child this can be used to measure the benchmark. Once the Technical Assistance team begins to provide support, consultation, and training to county DFCS staff and providers, there will be reports generated that will reflect the achievement of the benchmark. Also, reports from CPRS once the field is available will provide information to measure this benchmark. **Actions for next quarter report:** The Technical Assistance teams were formed in December 2002 and began providing technical assistance on a very limited basis because the focus has been to complete the statewide training of county staff and private providers. The inclusion of a field on the CPRS system that will allow the service needs and recommendations for the child and family from the Multi Disciplinary Team meeting to be imputed by the case manager and/or the provider is needed to measure this benchmark.

**BARRIERS TO ACHIEVEMENT:**



|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>N4 ACTION STEPS:</b> |                        | Georgia will complete technical assistance to DFCS staff and private providers of the content of the comprehensive assessment and how to use the collected information to meet the health, mental health, dental and educational needs of the child and family. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| July 2002               | Dec. 2002 and ongoing  | Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice Marie Hutchison, Joe Wassell, Betty Wrights, Millicent Houston, Kellie Stone   | Provide 11 county site training to staff and providers beginning in 7/2002. |

**ACCOMPLISHMENTS:**

**Achieved:** In July 2002, the Foster Car Unit initiated training of the county DFCS staff as well as private providers on the policy and procedures for FPBP and wrap around services. Also, in December 2002, Four Foster Care Program Consultants were assigned regionally to provide technical support, consultation and training to county staff and private providers as it relates to First Placement Best Placement and wrap around services. In addition, CPRS is being conducting a statewide with DFCS staff. With CPRS staff can input data from the First Placement/Best Placement Assessment about the health, mental health, dental and education needs of the child and family. CPRS will design a feature as part of the system that will allow private providers assess to CPRS . Private providers will have the capability to input information on the health, mental health, dental and education needs of the child and family while they are completing the FPBP assessment. At this time, there are no measurable improvements, however with the completion of CPRS training, information regarding the number of assessments completed in each county with the health, mental health, educational, and dental needs of the child and family recorded will be recorded through CPRS monitoring system. Since the consultants have been assigned regionally, each consultant will provide consultation, support and training to assure the information is being recorded in the CPRS system. The CPRS will need to report on the number of assessments completed in each county as well as information regarding the input of data on the health, mental health, dental and educational needs of the child and family. Training of county DFCS staff and providers will conclude in February 2003. Once information is imputed in the CPRS system, the four consultants can utilize this information to assure assessments are completed on all children and that the MDT meeting is held for collaborating from several disciplines on the service needs of the child and family. Also, the monthly reports from the county offices on the number of assessment completed will assist in identifying counties who are not utilizing FPBP as an assessment tool. With this information, foster care consultants will provide technical assistance to counties identified through the reporting system. A contractor will be selected to compile the data on the effectiveness of the implementation and access of the service recommendations indicated in the FPBP assessment. After training the DFCS staff and private providers it is anticipated that there will be an increase in the number of

assessments completed and wrap around services utilized. This will be indicated in the CPRS system and on the monthly reports. When the FPBP team embarks on the site reviews, evidence of the county staff and providers understanding of the FPBP content as well as the process will be determined. **Actions for next quarter:** The accuracy of the data collected through CPRS as well as the monthly reports submitted by county DFCS offices will need to be assessed by the FPBP team. The Contractor will compile, tabulate, and provide analysis on the data collected.

**BARRIERS TO ACHIEVEMENT:**

|                         |  |  |   |
|-------------------------|--|--|---|
| <b>N5 ACTION STEPS:</b> |  | Georgia will complete technical assistance to DFCS staff and private providers as to how to use the collected information to meet the child's needs as it related to post substance abuse counseling, monitoring and support as a part of the early intervention process and/or in -- home intensive treatment services. The team will need to determine the accuracy of information in the CPRS system regarding the service needs of children and families indicated at the MDT meeting. During the next quarter, the team will monitor the data collection from CPRS and the selected contractor. This information will steer the efforts of the FPBP consultants assigned to regions to begin training, consulting, and supporting the needs of county DFCS staff and private providers. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| July 2002               | February 2003<br><b>3rd Quarter:</b><br>Requesting a date change to December 2003 to allow for the enhancements of the CPRS system.<br><b>3rd Quarter Federal Response:</b><br>We anticipate to measure your | Leslie Cofield, Dianne Yearby, Alice-Marie Hutchison   | Provide 11 county site training to staff and providers beginning in 7/2002. |



**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially Achieved:** The CPRS System will have features added to allow the collection of data on the number of assessments completed within a county and the service recommendations for the family and child from the MDT meeting. The compilation of this information will allow the team to determine the counties that may require consultation, support or training. The collection of the monthly county reports and the dissemination of the monthly invoices by the selected contractor will assist the four foster care consultants in identifying if the Assessment information is used by the counties to begin providing post substance abuse counseling and support. The data collection from the onsite reviews will also give concrete results on the counties ability to utilize the assessment information to determine if early intervention is necessary for post- substance abuse counseling, monitoring or support.

**2<sup>nd</sup> Quarter Report:** First Placement/Best Placement Program Consultants assigned to monitor the PIP are providing ongoing technical assistance, training, and support to county staff at the request of the County Director, Field Director, supervisors, C & S consultants and placement and resource development staff.

**2<sup>nd</sup> Quarter Federal Response:** [EXPLAIN WHY THIS GOAL HAS NOT BEEN FULLY ACHIEVED](#)

**3<sup>rd</sup> Quarter Report:** The enhancements to the CPRS system are 33% complete. In December 2003, the system will have the capacity to capture and report on the number of children and families recommended to receive post substance abuse counseling and intervention.

**4<sup>th</sup> Quarter Report:** As reported in the 3<sup>rd</sup> quarter report the enhancements to the CPRS system are pending completion in December 2003. The Foster Care Unit has developed a training plan for 2004. Foster Care Consultants will train DFCS staff, private providers and other community partners in representative areas of the state. Networking sessions will also be planned to allow for sharing of information about intervention and preventive services to children and families involved in the foster care system in Georgia. In these sessions, post substance abuse counseling, monitoring and support will be discussed.

The Department of Family and Children Services and the Public Health Collaborative effort has expanded to include private physicians and a representative of the Department of Community Health. Through this collaboration, public health will begin to track and monitor the health care services of children in foster care. The Collaborative will determine an electronic tracking mechanism for recording health care services, recommendations, and diagnosis for children in foster care. This information will be available to Medicaid approved health care providers in the state. Public Health and DFCS will team up to provide training to DFCS and Public

Health employees. A Collaborative session with representatives from County DFCS offices and Public Health Districts was held on August 19, 2003. This endeavor will focus on meeting the overall health needs of children in foster care in Georgia.

**4<sup>th</sup> Quarter Federal Response:** The enhancements to the CPRS system are incomplete.

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See 'Children in Foster Care An Emerging Partnership between Public Health and DFCS'.

**BARRIERS TO ACHIEVEMENT:**

| <b>N6 ACTION STEPS:</b> |   | Complete a monthly county-by-county report as it relates to the initial assessment of the First Placement/ Best Placement Comprehensive Assessment and the identified types of placements needed and available and permanency plans of children. |  |
|-------------------------|---|--|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                   |
| June 2002               | February 2003<br><b>3rd Quarter:</b><br>Requesting a date change to October 2003 to complete work activity on the survey discussed in the 3rd Quarter Report.<br><b>3rd Quarter Federal Response:</b><br>We anticipate to | Leslie Cofield, Dianne Yearby, Patricia Alice-Marie Hutchison  | 3rd Quarter: Complete a report as to findings. |

|  |   |  |  |
|--|---|--|--|
|  | <p>measure your progress in this area by the end of 4th Qtr.</p> <p><b>4th Quarter Georgia Reply:</b> It is anticipated that Georgia will be requesting to renegotiate this item.</p> |  |  |
|--|---|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially achieved.** The initial focus of this action step was to conduct a study of the seven pilot FP/BP counties, a review of the FP/BP Comprehensive Assessment process to assure that the physical health needs of children were addressed in the assessments and to assure that the placements were appropriate to meet the child's needs. However, further and careful review of this action step indicates that a completed SACWIS supported by random case record reviews is necessary in order to monitor the benchmark. In the absence of the SACWIS system at this time, the four foster care consultants will randomly select cases to review this benchmark with county supervisors in their assigned areas to monitor benchmarks. Consultants are providing ongoing support, training, and technical assistance at the request of the County Director, Field Director, Supervisor, and Placement and Resource Development Staff.

**2<sup>nd</sup> Quarter Report:** The four foster care consultants assigned to monitor the PIP will receive training in the qualitative review process by previously trained staff. After which, the Consultants will train County Supervisors on the process and assist with the review of cases.

**2<sup>nd</sup> Quarter Federal Response:** [EXPLAIN WHY THIS GOAL HAS NOT BEEN FULLY ACHIEVED](#)

**3<sup>rd</sup> Quarter Report:** The Foster Care Unit is moving towards developing an Access database to assist in identifying placement resource gaps. The Division's implementation of the Assessment component of First Placement/Best Placement will continue to provide information on placement needs and services of children, parents and foster parents for reporting. The CPRS System has been enhanced to require documentation about the dates of the last medical, dental and psychological assessments. If any of these fields are missing an explanation is required. Additionally, CPRS allows for a free form field to record other relevant medical and psychological information.

**3<sup>rd</sup> Quarter Federal Response:** Have you completed monthly-by-monthly county report?

**4<sup>th</sup> Quarter Report:** A monthly-by-monthly report has not been implemented. An Access database has not been developed to assist in identifying placement resource gaps, however with CPRS, tracking the types of placements recommended from the MDT will be available in 12/03. Consideration will also be given to capturing the actual placement recommended and the actual type of placement available for the child. Also through CPRS, information on permanency recommendations will be captured along with all information recommended from the MDT meeting. Once, CPRS is updated with these features, a quarterly report will be feasible for the department instead of a monthly report.

The department is moving toward a leveling system of all children when they enter foster care. This will entail an assessment of the child's emotional and physical needs to determine an appropriate placement. The child will have a comprehensive child and family assessment within thirty days of placement in foster care, which will reinforce the initial placement recommendation, or support the need for an alternative placement.

**4<sup>th</sup> Quarter Federal Response:** State is behind in the original projected completion date of this action step. A monthly-by-monthly report has not been implemented.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>N7 ACTION STEPS:</b> |                        | Complete a monthly county-by-county report as it relates to the First Placement/ Best Placement Wraparound Services used for each child in foster care. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                       |
| June 2002               | October 2003           | Leslie Cofield, Dianne Yearby, Alice-Marie Hutchison  | 3rd Quarter: Complete a report as to the findings. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The same as above

**2<sup>nd</sup> Quarter Report:** The same as above

**3<sup>rd</sup> Quarter Report:** The Foster Care Unit continues to provide technical assistance to counties with regards to the appropriate use of funds to provide identified Wrap-Around services for children, families and foster parents. Local county offices continue to provide monthly reports on a quarterly basis to the Foster Care Unit identifying monthly therapeutic services ordered and paid for on behalf of individual children, parents or foster parents. The Foster Care Unit continues to receive monthly Grant -In-Aid Budget Vs. Expense Reports which detail by county, the current service provision pattern and totals for each Wrap-Around service provided. The Division's implementation of the Wrap-Around services component along with the First Placement/Best Placement Assessment process will continue to provide information on which we will base reporting.

The Foster Care Unit is moving towards developing an access database to assist in identifying placement resource gaps. The Division's implementation of the Assessment component of First Placement/Best Placement will continue to provide information on needs and services of children, parents and foster parents.

**3<sup>rd</sup> Quarter Federal Response:** [Have you completed monthly county-by-county report?](#)

**4<sup>th</sup> Quarter Report:** A monthly report has been generated. This report identifies by county the number of clients served each month with the specific type of wrap-around service.

### **DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter**

See UAS: [First Placement Best Placement Assessment Services](#)

#### **BARRIERS TO ACHIEVEMENT:**



|                         |  |
|-------------------------|--|
| <b>N8 ACTION STEPS:</b> | Georgia will complete an annual statewide review of the First Placement/Best Placement Program to include on site case reviews of 50 randomly selected cases. This review will be similar to the federal on site review. |
|-------------------------|--|

Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review. **2<sup>nd</sup> Quarter addition per ACF request:** The qualitative review process will allow the team to determine the following: the effectiveness of the First Placement, Best Placement assessment in reducing the number of moves a child experiences while in foster care; the percent of children who re-enter foster care, the length of time to achieve permanency; the percentage of children in foster care who are abused and neglected; and the success of case managers implementing the service recommendations for children and families indicated in the FP/BP assessment. Georgia will continue to assess the effectiveness and impact of the First Placement/Best Placement Program and Wraparound Services Program. The plan for Qualitative Reviews will be in place by June 2003. The reviews will begin by October 2003.

**3<sup>rd</sup> Quarter Request to Change this Action Step to:** Qualitative Case Review's similar to CFSF will be conducted on a representative sample of approximately 180 cases by the end of September 2004.

| START DATE   | COMPLETION DATE  | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS   |
|--|--|---|---|
| <p><b>2nd Quarter Request:</b> Oct. 2003 Requesting a change in start date</p> <p><b>2nd Quarter Federal Response:</b> Explain the reason(s) for this request.</p> <p><b>3rd Quarter Report:</b> The State will not be out-sourcing to conduct the reviews. The DFCS Evaluation and Reporting and the Consultation and Support Sections will conduct the</p> | <p>October 2003</p> <p><b>2nd Quarter Request:</b> Requesting a date change to Sept. 2004</p> <p><b>2nd Quarter Federal Response:</b> EXPLAIN WHY YOU ARE REQUESTING A GOAL CHANGE AGAIN IN THE BARRIERS TO ACHIEVEMENT COLUMN</p> <p><b>3rd Quarter Report Georgia's Reply:</b> No Barriers to report but</p> | <p><b>3rd Quarter:</b> (With ACF approval, these four names to be deleted), Leslie Cofield, Dianne Yearby Alice-Marie Hutchison,</p> <p><b>3rd Quarter Federal Response:</b> Indicate the supplemental names instead of deleting the other names., , <b>4th Quarter Georgia Reply:</b> E &amp; R Staff, C &amp; S staff</p> | <p>Complete at least 50 case reviews beginning 1/2003.</p> <p><b>3rd Quarter:</b> Quarterly Qualitative Review Reports to State and Federal Teams. (The first report will be made available January 2004 and quarterly reports will follow through the end of this PIP period.)</p> |

|   |  |  |  |
|---|--|--|--|
| <p>qualitative reviews for Georgia. More preparation and planning time is needed to initiate the reviews.</p> | <p>rather a change in approach to the reviews.</p> |  |  |
|---|--|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Partially Achieved. The FPBP team will need to send out the re-enrollment applications to the private providers and the surveys to the county DFCS offices. Once the information is received

**2<sup>nd</sup> Quarter Report:** The re-enrollment applications were sent out with the return date of 4/30/03. The FP/BP team will begin review of the enrollment contents in May 2003.

**2<sup>nd</sup> Quarter Federal Response:** Concerns that the State is asking for an extension to September 2004. We agreed to it, but this is close to the end of the PIP. Will the State start the reviews in October 2003 and then have a report by 2004?

**Georgia's Reply 3<sup>rd</sup> Quarter:** Yes, see 3<sup>rd</sup> Quarter Report below.

**3<sup>rd</sup> Quarter Report:** The enrollment process concluded as of June 30, 2003. Seventy-One applications were received from Private Providers across the state. A report on the findings and conclusions of the re-enrollment process will be complete in October 2004 after phase II of the process is complete. In addition, we believe that the attached report 'First Placement/Best Placement Evaluation Final Conclusions' dated February 1, 2003, completed by Rollins School of Public Health, Emory University, addresses the review of the First Placement/Best Placement Assessment Model. Descriptive statistics were completed to assess the following primary program evaluation measures: 1). Whether or not children received the placement recommended by the multi-disciplinary team after the assessment. 2). The stability of placements. 3). The length of time children spend 'in care' from time of removal. Additionally, the qualitative case review process will indirectly tell us about our assessment practice in Georgia.

Qualitative Reviews similar to CFSR will be conducted on a representative sample of approximately 180 cases by the end of September 2004. Reviews will begin October 2003 and the first report will be available January 2004.

**4<sup>th</sup> Quarter Report:** There were approximately sixty six (66) Private Providers approved to continue as First Placement/Best Placement providers for the state. Phase II of the re-enrollment process (field visits) has been postponed until February 2004. An information and technical assistance session was held for approximately eight (8) providers who were not approved as they did not

meet the standards and or requirements. As a result of this technical assistance session, at least six of the providers were approved following this session. Reviewing the applications and assessments from the Private providers assisted the state in determining if the providers are following the standards and guidelines for completing comprehensive assessments and providing wrap-around services.

The E & R unit has selected three counties to begin qualitative reviews (Clayton, Franklin, and Lowndes). Four (4) cases will be selected from Lowndes and Four cases from Clayton County. One case will be selected from Franklin County. The Consultation and Support unit will provide assistance in this process by interviewing the stakeholders. A report will be available in January 04. Reviews will continue until approximately 180 cases are selected from across the state by September 2004.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>N9 ACTION STEPS:</b> |                        | Georgia will complete an annual review throughout the state of the First Placement/ Best Placement Wraparound Services Program by completing on-site case reviews during the same time as completing the random selected case review in #8.<br><b>3<sup>rd</sup> Quarter Report:</b> Requesting ACF approval to delete this Action Step as it is essentially the same as previous/above Action Step.<br><b>3rd Quarter Federal Response:</b> <a href="#">Instead of deletion, refer to above action steps and accomplishment.</a> |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                        |
| Oct. 2002               | October 2003           | Joe Wassell, Betty Wrights, Leslie Cofield<br>Dianne Yearby Alice-Marie Hutchison,<br>Millicent Houston, Linda Ladd   | Complete at least 50 case reviews beginning 1/2003. |

**ACCOMPLISHMENTS:**

Same as above.



**4<sup>th</sup> Quarter Report: Same as previous action step.**

**BARRIERS TO ACHIEVEMENT:**

| <b>N10 ACTION STEPS:</b> |                 | <p>Georgia will continue to assess the effectiveness and impact of the First Placement/Best Placement Program and Wraparound Services Program in reducing the number of children in foster care once the family's needs and services have been met.</p> <p><b>3<sup>rd</sup> Quarter Report:</b> Requesting ACF approval to change this Action Step to: The state will develop an approach to continually measure the effectiveness of the First Placement Best Placement Assessment/Wrap Around Services model.</p> <p><b>3rd Quarter Federal Response:</b> <a href="#">Identify the approach the State will develop.</a></p> |                       |
|--------------------------|-----------------|--|-----------------------|
| START DATE               | COMPLETION DATE | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS |
| June 2003                | June 2004       | Leslie Cofield Dianne Yearby Alice-Marie Hutchison   | Report to team        |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> quarter Report - Partially achieved:** Four Foster Care Consultants in collaboration with county staff and stakeholders will conduct a qualitative review in counties. The four foster care consultants need to learn the qualitative review process. DFCS will develop a contract with a provider to conduct qualitative review training. This information will assist the four consultants in determining if the First Placement/Best Placement Program along with Wrap Around services is reducing the number of children in foster care based on the family's needs and services being met as a result of the service recommendations from the comprehensive assessment. The CPRS System will have features added to allow the collection of data on the number of assessments completed within a county and the service recommendations for the family and child from the MDT meeting. The compilation of this information will allow the team to determine the counties that may require consultation, support or training. The onsite reviews will also give concrete results on the counties ability to utilize the assessment information.

**3<sup>rd</sup> Quarter Report:** At this time, limited resources will not allow the state to negotiate with a contractor to perform an analysis of the First Placement/Best Placement model.

Secondly, the four foster care consultants will not be conducting the qualitative reviews as discussed in the 1<sup>st</sup> quarter report. The DFCS Evaluation and Reporting and the Consultation and Support Sections will conduct the qualitative reviews as discussed in Action Step 8.

The state Foster Care unit is moving towards developing a survey for local counties to assist in determining First Placement/Best Placement efficiency in moving children to permanency quicker.

**3<sup>rd</sup> Quarter Federal Response:** The above underlined statement appears to be a barrier to achievement.

**4<sup>th</sup> Quarter Report:** There has been a significant increase in the number of assessments for children in 2003 and an increase in wrap-around services. This increase in assessments and wrap-around services assures that counties have this comprehensive assessment information to assist in making decisions regarding the child's permanency. Also, Georgia's children are achieving permanency within the federal guidelines of twelve months when the plan is reunification. We have also had a slight decrease in the number of moves children are experiencing in foster care. We contribute this to wrap-around service being used to stabilize children in their placements.

The department will continue to explore ways to effectively measure First Placement/Best Placement.

**4<sup>th</sup> Quarter Federal Response:** Would limited resources impact completion of this action step by projected date? If resources are limited to hire a contractor, what is the contingency plan for this item?

**BARRIERS TO ACHIEVEMENT:**

**4<sup>th</sup> Quarter per ACF:** At this time, limited resources will not allow the state to negotiate with a contractor to perform an analysis of the First Placement/Best Placement model.

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|                          |   |
|--------------------------|---|
| <b>N11 ACTION STEPS:</b> | <b>If problem is predominantly institutional:</b><br>Establish a larger state review group, which will include more stakeholders to review and provide technical assistance to counties and the annual statewide review of the First Placement/ Best Placement Program and Wraparound Services to include on site case reviews of 50 randomly selected cases. |
|--------------------------|---|

| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S)                                | MEASURABLE BENCHMARKS                             |
|------------|-----------------|--|---|
| June 2003  | June 2004       | Leslie Cofield, Dianne Yearby, Alice-Marie Hutchison | Complete additional case reviews, if appropriate. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The reviews will not begin until 10-03

**1<sup>st</sup> Quarter Federal Response:** (EXPLAIN WHY REVIEWS ARE NOT DOABLE AND MOVE TO BARRIERS TO ACHIEVEMENT COLUMN)

**3<sup>rd</sup> Quarter Report Georgia's Reply:** The surveys to be developed by the Foster Care Unit (to help assess the First Placement Best Placement model) along with the Qualitative Reviews should help us to determine if institutional placements prevent moving children to permanency quicker.

**4<sup>th</sup> Quarter Report:** The first report from the Qualitative Reviews will be available in January. This information will assist in determining if the problem is institutional.

Also, once phase II of the re-enrollment process begins, on site reviews will be conducted. By conducting on-site reviews of the providers and county offices, FC consultants along with stakeholders will review records to determine if standards are applied in all areas of the assessment process. The Foster Care Unit continues to provide ongoing technical assistance to counties and will begin training on policies and procedures in January 2004.

**BARRIERS TO ACHIEVEMENT:**



| <b>N12 ACTION STEPS:</b> |                 | Examine policy and training effectiveness for DFCS staff and private providers. |                       |
|--------------------------|-----------------|---|-----------------------|
| START DATE               | COMPLETION DATE | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS |

|           |                        |  |   |
|-----------|------------------------|--|---|
| Nov. 2003 | June 2004 and on-going | Leslie Cofield, Patricia Nealy, Dianne Yearby, Alice-Marie Hutchison | Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate. |
|-----------|------------------------|--|---|

**ACCOMPLISHMENTS:**

**Achieved:** The four consultants, county, and other stakeholders will monitor this action step and provide case consultation, and training assessments as part of their county assignments. This is considered an ongoing task.

**4<sup>th</sup> Quarter Federal Response:** [How do you plan to examine policy and training effectiveness for DFCS staff and private providers?](#)

**BARRIERS TO ACHIEVEMENT:**

| <b>N13 ACTION STEPS:</b> |                        | Recommend additional training and policy changes.   |   |
|--------------------------|------------------------|---|---|
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Nov. 2002                | June 2004 and on-going | Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, Linda Doster, Leslie Cofield, Alice-Marie Hutchison, Dianne Yearby, Patricia Nealy | Within 60 days of completing additional on-site case reviews, provide a written report, if appropriate. |

**ACCOMPLISHMENTS:**

**Achieved:** Same as above

**4<sup>th</sup> Quarter Federal Response:** [Action step and measurable benchmarks are not addressed](#)

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |  |
|--------------------------|------------------------|---|--|
| <b>N14 ACTION STEPS:</b> |                        | Test whether needs and services to children and families changes after training and policy changes.   |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                                 |
| Jan. 2003                | June 2004 and on-going | Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, stakeholders, Leslie Cofield, Alice-Marie Hutchison, Dianne Yearby, Patricia Nealy | Complete additional case reviews, if appropriate by 12/2002. |

**ACCOMPLISHMENTS:**

**Achieved:** Same as above

**4<sup>th</sup> Quarter Federal Response:** [Action step and benchmarks needs further clarification regarding progress to date.](#)

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |  |
|--------------------------|------------------------|---|--|
| <b>N15 ACTION STEPS:</b> |                        | Identify if appropriate, other factors that may contribute to the needs and/services of children and families not being met while in foster care. |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2003                | June 2004 and on-going | Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, stakeholders, Leslie Cofield, Alice-Marie Hutchison, Dianne                            | Complete a report to the team.<br>Evaluation: Please see Evaluation for Items 3 & 4 on page B-2. |

| START DATE | COMPLETION DATE | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS |
|------------|-----------------|------------------------|-----------------------|
|            |                 | Yearby, Patricia Nealy |                       |

**ACCOMPLISHMENTS:**

**Achieved:** Same as above

**4<sup>th</sup> Quarter Federal Response:** [Action step and benchmarks needs further clarification regarding progress to date.](#)

**BARRIERS TO ACHIEVEMENT:**

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## Work Plan Detail O -- Item 23, Mental Health of the Child

*Goal: Identify or develop a uniform process to ensure that children have access to a statewide mental health assessment that is timely and comprehensive. 4TH QUARTER REPORT: IT IS EXPECTED THAT GEORGIA WILL RE-NEGOTIATE THE ENTIRETY OF ITEM 23*

**4<sup>th</sup> Quarter Federal Response:** State would need to develop a new work plan to address mental health. The State is at a critical juncture in the PIP, what is the timelines for the State to develop this section as this also impacts other items?

| <b>O1 ACTION STEPS:</b> |                 | Assess First Placement/Best Placement process to determine if it can be made uniform and timely to serve as a vehicle for this purpose. |   |
|-------------------------|-----------------|---|---|
| START DATE              | COMPLETION DATE | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS   |
| Mar. 2002               | Oct. 2002       | Betty Wrights, Dawne Morgan, Juanita Blount-Clark, Kelli Stone  | <p><b>1st Quarter Federal Response:</b> (IDENTIFY MEASURABLE BENCHMARKS)</p> <p><b>3rd Quarter Georgia Reply:</b> Children will receive timely and comprehensive mental health assessments.</p> |

### ACCOMPLISHMENTS:

**1<sup>st</sup> Quarter Report: Achieved.** First Placement/ Best Placement is a strategy developed by the Department of Human Resources, Division of Family and Children Services Foster Care Unit. The goal of FP/BP is to improve the foster care system by providing comprehensive assessments for children and families as the basis for case planning decisions and recommendations to juvenile courts on safety and permanency. FP/BP focuses on safety, permanency and child and family well being issues. The program entered its third year of statewide implementation in July 2001. Resources have been allocated to support the comprehensive assessment of every child and family entering Georgia's foster care system and the delivery of wrap around services responsive to the identified needs of children and families (birth, foster and adoptive). The comprehensive assessment consists of: INFANTS AND TODDLERS DEVELOPMENTAL SCREENING AND ASSESSMENT: An infant and toddler's developmental screening and assessment are a written report of the basic overview of the child's developmental milestones, characteristics and needs. AGES 4 TO 18 ASSESSMENTS: Children (ages 4-18) require a psychological evaluation when they first enter care through the First Placement, Best Placement program. Children (ages 14 - 18) must have a Youth / Adolescent assessment. A child and Adolescent Functional Assessment (CAFAS) is completed to monitor the progress of each child entering care. A follow up CAFAS is completed six months after the child/youth enters care. FAMILY ASSESSMENT: The goal of a Family Assessment is to provide information about the

family's ability to parent their children, additional relatives, family functioning and needs. A family team meeting is held to plan with family members and assure safety for children. Observations and information from the Family Assessment are presented at the Multi-Disciplinary Team staffing (MDT). The MDT explores options for the family and makes recommendations about placement and service interventions (e.g. crisis intervention, mental health, etc.). EDUCATIONAL ASSESSMENT: The educational component is a comprehensive assessment of the child's educational history prior to coming into care. MEDICAL AND DENTAL ASSESSMENT: The medical and dental component is a comprehensive assessment of the child's medical and dental history prior to coming into care. The Foster Care Unit has been conducting trainings statewide to ensure that FP/BP is completed and reported uniformly throughout the state. Providers and DFCS case managers; supervisors and managers have been trained together. The training will conclude in February 2003. Thus, this benchmark is accomplished. First Placement/Best Placement provides the vehicle to ensure that children have access to mental health assessments that are timely and comprehensive.

**BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> Quarter Federal Response:** (IDENTIFY MEASURABLE BENCHMARKS)

**3<sup>rd</sup> Quarter Georgia Reply:** see benchmark.

| <b>O2 ACTION STEPS:</b> |                 | 1. Using the CPRS, develop a process to evaluate completion of assessments for all children entering foster care. |   |
|-------------------------|-----------------|---|---|
|                         |                 | 2. Assess and report current percentage of completed and timely assessments of children entering care.            |   |
| START DATE              | COMPLETION DATE | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS   |
| Mar. 2002               | Feb. 2004       | Betty Wrights, Dawne Morgan, Juanita Blount-Clark, Kelli Stone  | Utilizing the same reporting procedure, the percentage of timely assessments completed will increase to at least 80%. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Case Plan Reporting System (CPRS) presently does not have the capability to collect information regarding the timely completion of First Placement/Best Placement (FP/BP) Assessments. Timely completion is defined as assessments completed in thirty days with initiation of assessment beginning no sooner than the completion of the 72-hour Juvenile Court hearing.

**1<sup>st</sup> Quarter Federal Response:** **MOVE UNDERLINED TO BARRIERS COLUMN.**



An entire section devoted to FP/BP statistics is being developed for CPRS. FP/BP fields to be added to CPRS include: Date of Removal; Date of Referral; Date of Completion; Date of MDT Meeting; DSM Iv Diagnosis; Mental Health Recommendations; Date of Referral to Mental Health; Date of Mental Health Report; Date of Closure of Mental Health Service. The addition of these fields will ensure that CPRS is able to capture and report information about Mental Health assessments of children entering foster care.

**Method for measuring achievement:** Information needed to evaluate the timely completion of FP/BP assessments is available in the FP/BP monthly report. Until the fields are added to the CPRS a hand count will be used to review the FP/BP assessments completed each month by county offices. The FP/BP monthly reporting process requires that each county office report to their assigned foster care consultants the number of assessments ordered and paid including a copy of the invoice. The invoice includes the date of referral, date of removal and date of completion of assessments. A hand count of these figures will be compared to the Internal Data System (IDS) which tracks total number of children in care. The CPRS needs additional fields to capture the statistical data of this goal. Actions to be taken next quarter: CPRS is in the process of design regarding FP/BP. The work schedule is set to begin March 2003 and conclude in December in December (delete underline) 2003. 1. Team Meetings will begin with the CPRS developer in March 2003 to discuss changes to the system. 2. A final plan of all improvements to CPRS will be finalized by April 2003.

**2<sup>nd</sup> Quarter Report:** Two meetings were held with the CPRS consultant and developer during this reporting period. The work plan should be finalized by May 2003. An entire section devoted to FP/BP statistics is being developed for CPRS. FP/BP fields to be added to CPRS include: Date of Removal; Date of Referral; Date of Completion; Date of MDT Meeting; DSM Iv Diagnosis; Mental Health Recommendations; Date of Referral to Mental Health; Date of Mental Health Report; Date of Closure of Mental Health Service. The addition of these fields will ensure that CPRS is able to capture and report information about Mental Health assessments of children entering foster care. Method for measuring achievement: Information needed to evaluate the timely completion of FP/BP assessments is available in the FP/BP monthly report. Until the fields are added to the CPRS a hand count will be used to review the FP/BP assessments completed each month by county offices. The FP/BP quarterly reporting process requires that each county office report to their assigned foster care consultants the number of assessments ordered and paid including a copy of the invoice. The invoice includes the date of referral, date of removal and date of completion of assessments. A hand count of these figures will be compared to the Internal Data System (IDS) which tracks total number of children in care. The CPRS needs additional fields to capture the statistical data of this goal.

**3<sup>rd</sup> Quarter Report:** The Case Plan Reporting System (CPRS) has been trained on and implemented in all 159 Georgia counties. DFCS policy mandates its use. Functionality to capture data about First Placement Best Placement is being added to CPRS by 12/03. Reporting will assist in data collection about recommendations made during the comprehensive assessment and the state's ability to provide the recommended resources. This information will be available by county, region, and state. Currently, the system has been enhanced to capture dates that children receive health, psychological, and dental exams.

**DOCUMENTATION PROVIDED 3<sup>RD</sup> Quarter:**

Screen Print - Child and Family Well-Being 3 -- Item 23

**BARRIERS TO ACHIEVEMENT:**

**2<sup>nd</sup> Quarter Report per ACF Request:** The Case Plan Reporting System (CPRS) presently does not have the capability to collect information regarding the timely completion of First Placement/Best Placement (FP/BP) Assessments. Timely completion is defined as assessments completed in thirty days with initiation of assessment beginning no sooner than the completion of the 72-hour Juvenile Court hearing. Plans presented to the developer must be determined to be feasible and then actualized.

**2<sup>nd</sup> Quarter Federal Response:** [HOW DO YOU INTEND TO OVERCOME THIS BARRIER IN OTHER TO ACHIEVE ACTION STEPS/MEASURABLE BENCHMARKS](#)

**3<sup>rd</sup> Quarter Georgia Reply:** We expect to accomplish the capability to collect information regarding timely completions of assessments by our target completion date and do not currently foresee any barriers.

| <b>O3 ACTION STEPS:</b> |   | Select validated instruments for risk assessment as well as more comprehensive diagnostic assessments for mental health, mental retardation and substance abuse |   |
|-------------------------|---|---|---|
| <b>START DATE</b>       | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>            |
| Mar. 2002               | Sept. 2003<br><b>3rd Quarter:</b><br>Requesting ACF approval to extend the date to June 2004. Staff leadership for Item 23 and this Action Step has changed and will take time for newly appointed leadership | Betty Wrights, Dawne Morgan, Juanita Blount-Clark   | Completed list of approved instruments. |

| START DATE | COMPLETION DATE  | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|------------|--|-----------------------|-----------------------|
|            | to become familiar with the action step.<br><b>3rd Quarter Federal Response:</b><br>We anticipate to measure your progress in this area by the end of 4th Qtr. |                       |                       |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** This goal was inadvertently marked as "completed" on the federally approved PIP Work Plan Detail Table - Appendix O. However, the date of September 2003 remains the same. The work group met several times to develop specific tasks and review the findings of Governor Barnes' Action Group for Out of Home Placement. Method for measuring achievement: A comprehensive list of commercially available risk assessment and mental health assessment tools with validation reports is needed for comparison and selection. Validation risk and mental health assessment and diagnosis tools will be selected and agreed upon. Actions for next quarter: 1. Meet with work team to compile list of commercially available validation tools. 2. Review tools currently in use within the State agencies. 3. Determine what tools will be selected for risk assessment, mental health, and mental retardation and substance abuse assessments.

**2<sup>nd</sup> Quarter Report:** A comprehensive list of commercially available risk assessment and mental health assessment tools with validation reports is needed for comparison and selection. Representatives from DFCS, Division of Mental Health, Developmental Disability and Addictive Disease (MHDDAD), Department of Public Health (DPH) and Department of Juvenile Justice (DJJ) have met regularly throughout this reporting period to explore common screening and assessment tools. The screening and assessment tools of each agency were inventoried and compared including brief descriptions, reason for use and what age or issues each tool was appropriate to address. This effort continues; however, it does not appear that a standard single assessment will result for all agencies' usage. There needs to be a choice depending on the age and issues of the child as well as ensuring that the requirements imposed by the accreditation bodies of each agency are met. It is clear that many of the same instruments are used by several agencies. Thus, the work group plans will also focus on how to reduce duplicative efforts by sharing screening and assessment information.

**3<sup>rd</sup> Quarter Report:** Due to changes in staff and leadership for this action step additional time is required for review of the

**screening and assessment tools inventoried earlier. Once the tools are categorized discussions may continue as to how best to encourage agencies to accept each others assessments if they are timely and meet the presenting needs of the children.**

**3<sup>rd</sup> Quarter Federal Response:** Above statement appears to be a barrier to achievement.

**BARRIERS TO ACHIEVEMENT:**

The legal and HIPAA implications of sharing information across agencies is being explored. Issues of confidentiality, releases of information and similar matters is being discussed with the legal teams of each agency.

**HOW DO YOU PLAN TO OVERCOME THIS BARRIER, OR RESOVLED THIS BARRIER?**

**3<sup>rd</sup> Quarter Georgia's Reply:** Effective 3/7/03 the Division disseminated information to all employees outlining its plan for compliance with HIPPA to be achieved by 4/14/03. Information may be accessed on the internet at [www.hippa.dhr.state.ga.us](http://www.hippa.dhr.state.ga.us) and <http://www.hhs.gov/ocr/hippa>

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>O4 ACTION STEPS:</b> |                        | Develop and enforce statewide multi-agency protocol for assessment, including necessary confidentiality safeguards.<br>Determine utilization by all counties of approved instruments pursuant to protocol. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Mar. 2002               | June 2004              | Betty Wrights, Dawne Morgan, Juanita Blount-Clark, Governor's Action Group   | Development and enforcement of formal agreements between agencies to use common assessment protocol. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** In January 2002, Georgia Governor Roy Barnes named 32 individuals from the public and private sector to form The Governor's Action Group for Safe Children. The final report was published December 30, 2002. One of their charges was to develop a unified state vision regarding children's services including creating a system of data and information sharing among agencies, providers, advocacy groups and the courts. This Interagency Agreement was the first step in bringing together all Georgia agencies that provide programs and services to children and their families, with the express purpose of providing an enforceable road map for coordinated service delivery. The intent is to formalize the State's commitment to break down real and perceived barriers to this coordination. This Agreement laid out outcomes, timelines, and specific deliverables related to achieving this goal. This has

resulted in tentative (unsigned) agreements between the Department of Human Resources, Department of Juvenile Justice, Department of Community Health, Department of Education, Georgia Technology Authority, Council of Juvenile Court Judges, Family Connection and the Office of the Child Advocate. If the assessment protocol is developed, it will need to be determined how to ensure that all counties are utilizing the tool. . A common assessment protocol is needed in order to have a seamless, effective and efficient system of service provision. **Actions** for next reporting quarter: The agreement between the different agencies has not been ratified. A common assessment protocol has been discussed but is yet to be developed including necessary confidentiality safeguards. A copy of the final report has been provided to incoming Governor Perdue and his transition team. Governor Perdue's plans to address this need is under consideration at this time.

**2<sup>nd</sup> Quarter Report:** Accomplishing this goal is contingent upon selecting validated instruments for risk assessment as well as more comprehensive diagnostic assessments for mental health, mental retardation and substance abuse, which is in progress. Representatives from DFCS, MHDDAD, DPH and DJJ are meeting regularly this reporting period. Once the screening/assessment efforts have concluded and recommendations formulated, a draft protocol will be presented to the appropriate commissioners. The protocol will encourage partnership with other agencies in accepting their screening / assessment tools.

**3<sup>rd</sup> Quarter Report:** Same as Action Step 3.

**BARRIERS TO ACHIEVEMENT:**

The legal and HIPAA implications of sharing information across agencies needs to be explored. Issues of confidentiality, releases of information and similar matters is being discussed with the legal teams of each agency.

**HOW DO YOU PLAN TO OVERCOME THIS BARRIER, OR RESOVLED THIS BARRIER?**

**3<sup>rd</sup> Quarter Federal Response:** **Respond to above question.**

**Goal:** *The statewide multi-agency protocol will include a formal communication process for dissemination of assessment findings for case plan development.*

|                                |   |
|--------------------------------|---|
| <p><b>05 ACTION STEPS:</b></p> | <p>Develop a CPRS supervision tool to ensure comprehensive assessment findings are followed in the case plan and training.<br/>Determine percent of staff case plans that reflect strengths and needs identified in the comprehensive</p> |
|--------------------------------|---|

| assessment. |                 |  |  |
|-------------|-----------------|--|--|
| START DATE  | COMPLETION DATE | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS                          |
| Mar. 2002   | June 2004       | Betty Wrights, Field Directors, County Directors, County Supervisors, Joe Wassell, Juanita Blount-Clark, Kelli Stone | Actualize ability to gather data through CPRS. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Presently, CPRS does not have the capability to serve as a supervision tool. However, the system is being redesigned to include a First Placement/Best Placement component, which will include data fields that will ensure CPRS is capable to capture information about mental health assessments of children entering foster care. Supervisors will be able to query for reports for those case managers under their supervision to ensure that recommendations listed are reflected in the case plan and that follow-up deadlines are met. The capability to quantify the percent of case plans which reflect findings from the assessment will be explored further with the CPRS developer. Method for measuring achievement: Additional fields must be added to the CPRS to meet this goal. **Actions to be taken next quarter:** 1. Team meetings will begin with the CPRS developer to discuss changes to the system. 2. A final plan of all improvements to CPRS will be finalized in April 2003.

**2<sup>nd</sup> Quarter Report:** Supervisors will be able to query for reports for those case managers under their supervision to ensure that recommendations listed are reflected in the case plan and that follow-up deadlines are met. The capability to quantify the percent of case plans, which reflect findings from the assessment, is being explored with the CPRS developer. Two meetings were held with the CPRS consultant and developer during this reporting period. CPRS presently does not have the capability to compare the FPBP Assessment to the actual case plan. These specifications have been shared with the CPRS programmer to determine the feasibility. The work plan should be finalized by May 2003.

**3<sup>rd</sup> Quarter Report:** Functionality to capture data about First Placement Best Placement is being added to CPRS by 12/03. Reporting will assist in data collection about recommendations made during the comprehensive assessment and the state's ability to provide the recommended resources. This information will be available by county, region, and state.

**BARRIERS TO ACHIEVEMENT:**

Presently, CPRS does not have the capability to serve as a supervision tool. The capability to quantify the percent of case plans which reflect findings from the assessment will be explored further with the CPRS developer.

**Goal: Case managers have the capacity to work closely with children and families in order to ensure sustained access to needed treatment resources.**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>O6 ACTION STEPS:</b> |                        | 1. Revise Case managers' job requirements to ensure focus on mental health needs of the child and family as defined in the comprehensive assessment (streamline and eliminate duplicative requirements). Job requirements will be more specific to meeting the needs of the family.<br>2. Conduct study of caseworker caseloads using only the positions actively working a caseload in order that a true and accurate caseload accounting can be made. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Jan. 2003               | June 2004              | Jim Martin, Juanita Blount-Clark  | Funding appropriated to hire enough staff to keep caseloads manageable. Caseloads will decrease dramatically toward meeting CWLA standards. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Case managers job requirements have not been revised to ensure focus on mental health. At this time, preliminary data is being compiled to accomplish this goal. The latest data available for caseload studies was taken over a twelve-month average ending June 30, 2002. At that time the current caseload for staff in Child Protective Services was eighteen and in Placement was twenty-one. The rates did not reflect the impact of case distribution due to employee absence for extended sick leave or family leave. Additionally, the Georgia Office of the Child Advocate completed a detailed survey September 15, 2002 with a 100% response from the 159 counties regarding caseloads, staffing and education/experience. The survey found that caseloads varied from 19 to 30 depending on the size of the county with the average statewide being 25.36 per worker. This information will assist in the process of gaining a true and accurate caseload accounting. **Method for measuring accomplishments:** Current IDS caseload accounting, survey completed by the Office of the Child Advocate and Social Services Series job descriptions. Completed job study analysis and functionality in current accounting system to provide accurate caseload numbers. Currently, the numbers available for caseload count are based on allocated positions and average number of cases for a specific period. Actions to be taken next quarter: 1. A job study analysis will be completed. 2. Functionality in the computer system will be addressed to determine if more accurate caseload accounting is possible. The start date for this goal is January 2003. Thus the preliminary work accomplished is reasonable.

**2<sup>nd</sup> Quarter Report:** The latest data available for caseload studies was taken over a twelve-month average ending June 30, 2002. At that time the current caseload for staff in Child Protective Services was eighteen and in Placement was twenty-one. The rates did not reflect the impact of case distribution due to employee absence for extended sick leave or family leave. Additionally, the Georgia Office of the Child Advocate completed a detailed survey September 15, 2002 with a 100% response from the 159 counties regarding caseloads, staffing and education/experience. The survey found that caseloads varied from 19 to 30 depending on the size of the county with the average statewide being 25.36 per worker. This information will assist in the process of gaining a true and accurate caseload accounting.

**3<sup>rd</sup> Quarter Report:** Due to changes in staff and leadership for this action step, additional time is necessary to further evaluate the role of case managers in relation to the focus on the mental health needs of the child and family. It is evident that with a current average caseload of 25.36 per worker the ability to focus more intently in this area may be minimal. The Division with the support from the legislature through appropriated funds has been able to increase staff assignment to the various counties for 2004 through allocated 100 positions. The total increase over the past four years is 471 positions.

**BARRIERS TO ACHIEVEMENT:**

Case managers job requirements have not been revised to ensure focus on mental health. Currently, the numbers available for caseload count are based on allocated positions and average number of cases for a specific period.

**Goal: Development of a statewide vision for coordinated service delivery system to children and families.**

|                         |   |  |  |
|-------------------------|---|--|--|
| <b>07 ACTION STEPS:</b> |   | Support the on-going development of resource lists, working with United Way and other existing resource databases. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                                     |
| Sept. 2002              | Mar. 2003<br><b>2nd Quarter Federal Response:</b><br><i>Was this fully accomplished? What</i> | Jim Martin, Juanita Blount-Clark, David Hellwig, Normer Adams  | Current and accurate Georgia resource listing becomes available. |



|  |  |  |  |
|--|--|--|--|
|  | <p>can the State give us to show this has been achieved?</p> <p><b>3rd Quarter Georgia's Reply:</b><br/>Yes this was achieved and see 2nd Quarter Report for United Way lists.</p> |  |  |
|--|--|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Georgia Association for Homes and Services for Children has established an online database at [www.referralcentral.info](http://www.referralcentral.info), which is the logical starting point for this benchmark. Also, [www.caresolutions.com](http://www.caresolutions.com) carries the list of Safe and Stable Families resource guide, which is also a starting point. **Method for measuring achievement:** A comprehensive list of county-by-county resources compiled and distributed via internet and hardcopy. Provisions for continual updating to be included. Activities have been directed toward gathering information currently available. **Action for next quarter reporting:** 1. A listing of resources both in hard copy and via Internet will be compiled. 2. A county-by-county survey of available resources to be initiated. 3. A meeting with the United Way, other database maintainers and stakeholders will be initiated to determine the most effective and efficient manner to meet this goal. 4. Determination will be made as to how to best disseminate information to case managers.

**2<sup>nd</sup> Quarter Report:** The following social services resources are on-line: Referral Central hosted by the Georgia Association for Homes and Services for Children ([www.referralcentral.net](http://www.referralcentral.net) ). This resource is a statewide database of First Placement Best Placement providers, Shelters, Family Preservation providers, counseling services, psychiatric hospitals, foster and group homes and other services. The complete Promoting Safe and Stable Families guide is available for on-line viewing at [www.caresolutions.com](http://www.caresolutions.com) . PSSF's service area covers the entire state with prevention, intervention, preservation, reunification and adoption services. Additionally, the Division of Mental Health, Developmental Disabilities and Addictive Diseases has a comprehensive listing of its community service boards, private providers and health departments. Research regarding the United Way call centers (which may be reached by dialing 2-1-1) yielded the following:  
 United Way 2-1-1 of Central Georgia  
 1-866-680-8924.  
 Macon, Central Georgia  
 Area Served: Baldwin, Bibb, Crawford, Hancock, Houston, Jasper, Jones,

Macon, Monroe, Peach, Pulaski, Putnam, Twiggs, Washington and Wilkinson counties.

Community Connection of Northeast GA.

(800) 924-5085

Athens, Northeast GA

Area served: Barrow, Clarke, Elbert, Franklin, Greene, Jackson, Madison, Morgan, Oconee, Oglethorpe, Walton, Newton, Wilkes

CONTACT Helpline

(706) 327-0199

Columbus

Area served: Chattahoochee, Harris, Marion, Muscogee, Talbot; Alabama counties: Lee, Russell

United Way of Hall County

(770) 536-1121

Gainesville

Area served: Hall County

United Way of Metropolitan Atlanta

(404) 614-1000

Atlanta Metro Area

Area served: Butts, Clayton, Gwinnett, Henry, Rockdale, Cherokee, Cobb, Coweta, DeKalb, Douglas, Fayette, Fulton, Paulding

United Way of Northwest Georgia

(706) 278-9230

Dalton

Area served: Whitfield, Murray, Gordon

United Way of the Coastal Empire  
(912) 651-7700  
Savannah  
Area served: Bryan, Chatham, Effingham

Valdosta & Albany should be operational in the next 6 months. Augusta, hopefully this year.

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United Way makes your caring count

**3<sup>rd</sup> Quarter Report:** Achieved. See 2<sup>nd</sup> quarter report.

**BARRIERS TO ACHIEVEMENT:**

The cost of maintenance and continued development of the websites could present a barrier. Further, since the websites are hosted by contract (Care Solutions) and private providers (GAHSC) control of the content, frequency of updates, security and other Internet issues are outside of DHR control.

**2<sup>nd</sup> Quarter Federal Response:** [WILL THIS IMPACT THE ABILITY TO ACHIEVE YOUR INTENDED OUTCOME IN THIS AREA?](#)

**3<sup>rd</sup> Quarter Georgia's Reply:** The state maintains a positive working relationship with these agencies and we do not foresee any negative impact on the outcome of this action step.

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>O8 ACTION STEPS:</b> |                        | 1. Begin development of statewide database on children's mental health resources -- focusing on needs identified (in assessment process) for which no service is currently available<br>2. CPRS will be amended to include data collection for recommendations made during the assessment process. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2002              | June 2004              | Jim Martin, Juanita Blount-Clark, Georgia Technology Ass. (GTA), Office of Planning and Budget, John Hurd  | Improved cross-agency data on children's mental health, mental retardation and substance abuse needs become available and is used by multiple agencies when budget planning. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Georgia Association for Homes and Services for Children has established an online database at [www.referralcentral.info](http://www.referralcentral.info), which is the logical starting point for this benchmark. Also, [www.caresolutions.com](http://www.caresolutions.com) carries the list of Safe and Stable Families resource guide, which is also a starting point. **Method for measuring achievement:** A comprehensive list of county-by-county resources compiled and distributed via internet and hardcopy. Provisions for continual updating to be included. Activities have been directed toward gathering information currently available. **Action for next quarter reporting:** 1. A listing of resources both in hard copy and via Internet will be compiled. 2. A county-by-county survey of available resources to be initiated. 3. A meeting with the United Way, other database maintainers and stakeholders will be initiated to determine the most effective and efficient manner to meet this goal. 4. Determination will be made as to how to best disseminate information to case managers.

**2<sup>nd</sup> Quarter Report:** The following resources are on-line: Referral Central hosted by the Georgia Association for Homes and Services for Children ([www.referralcentral.net](http://www.referralcentral.net)). This resource is a statewide database of First Placement Best Placement providers, Shelters, Family Preservation providers, counseling services, psychiatric hospitals, foster and group homes and other services. The complete Promoting Safe and Stable Families guide is available for on-line viewing at [www.caresolutions.com](http://www.caresolutions.com). PSSF's service area covers the entire state with prevention, intervention, preservation, reunification and adoption services. Additionally, the Division of Mental Health, Developmental Disabilities and Addictive Diseases has a comprehensive listing of its community service boards, private providers and health departments. CPRS is in the process of being revised. Meetings have been held with the developer to discuss amending the system to collect recommendations from the First Placement Best Placement Assessment and to determine how the recommendations are ultimately

reflected in the case plan.

**3<sup>rd</sup> Quarter Report:** Revisions to the CPRS are underway and expected completion date is 12/03

**BARRIERS TO ACHIEVEMENT:**

The cost of maintenance and continued development of the websites could present a barrier. Further, since the websites are hosted by contract (Care Solutions) and private providers (GAHSC) control of the content, frequency of updates, security and other Internet issues are outside of DHR control.

**2<sup>nd</sup> Quarter Federal Response:** **WILL THIS IMPACT THE ABILITY TO ACHIEVE YOUR INTENDED OUTCOME IN THIS AREA?**

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>09 ACTION STEPS:</b> |                        | Identify through database the areas most in need of resource development and begin development strategies to meet those needs. A listing of resources both in hard copy and via the internet will be started. A visual representation of available resources will be developed along with a paper analysis to determine service gaps and geographical areas in need of service. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2002              | June 2004              | Jim Martin, Juanita Blount-Clark, John Hurd   | Agencies jointly identify critical systems gaps and recommend budget priorities as a system. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The database has not been developed. Thus, studies on gaps in available resources have not been determined. The internet and hard copy resources currently in use may be adequate to initiate a gap analysis. A comprehensive list of county-by-county resources needs to be compiled and distributed.

**Actions for next quarter:** 1. A listing of resources both in hard copy and via the internet will be started. 2. A visual representation of available resources will be developed along with a paper analysis to determine service gaps and geographical areas in need of service.

**2<sup>nd</sup> Quarter Report:** The following resources are social services resources are on-line: Referral Central hosted by the Georgia

Association for Homes and Services for Children ([www.referralcentral.net](http://www.referralcentral.net) )

This resource is a statewide database of First Placement Best Placement providers, Shelters, Family Preservation providers, counseling services, psychiatric hospitals, foster and group homes and other services. The complete Promoting Safe and Stable Families guide is available for on-line viewing at [www.caresolutions.com](http://www.caresolutions.com).

PSSF's service area covers the entire state with prevention, intervention, preservation, reunification and adoption services.

Additionally, the Division of Mental Health, Developmental Disabilities and Addictive Diseases has a comprehensive listing of its community service boards, private providers and health departments. Since, there is not a singular database, the information from all sources needs to be merged with existing paper database information to determine service gaps and geographical areas in need of service.

**3rd Quarter Federal Response:** 3<sup>rd</sup> Quarter Report: ???

**BARRIERS TO ACHIEVEMENT:**

All existing resources have not been accounted for. Efforts need to continue around data collection before a determination is made about service gaps. The database has not been developed. Thus studies on gaps in available resources have not been determined.

|                          |  |   |  |
|--------------------------|--|---|--|
| <b>O10 ACTION STEPS:</b> |  | Strengthen and make mandatory the Case Plan Reporting System to ensure that information about the child's mental health is documented to eliminate breaks in mental health services. Provide additional support and training so case managers can use the system effectively. (1) A tool to assess quality of the CPRS case plans needs to be developed. (2) Monthly comparisons of IDS entries with CPRS case plans initiated will be conducted. The information gathered in 1 and 2 will be used to determine the need for technical assistance to specific counties. |  |
| <b>START DATE</b>        | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Mar. 2002                | October 2003<br><b>3rd Quarter:</b><br>Requesting to extend the date to June 2004 to allow for | Juanita Blount-Clark, Linda Doster, Kelli Stone, Consultation & Support Unit, Mentor Unit, County Directors, County Supervisors   | Issue a policy statement requiring all new 30-day case plans to be completed in CPRS. Strengthen training and support of CPRS.<br>Examine existing case plans to assure appropriate use of data fields by case managers. |

|  |   |  |  |
|--|---|--|--|
|  | comparisons and a structured assessment of the quality of case plans in CPRS.<br>We anticipate to measure your progress in this area by the end of 4th Qtr. |  | Evaluation: Compare current numbers of Case Plans completed per month in CPRS and compare with the number of children entering care that same month. Conduct a structured assessment of quality on case plans in CPRS. |
|--|---|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** A memo was issued July 2002 to all county DFCS Directors and Field Directors mandating the use of the Case Plan Reporting System. Statewide training of case managers in use of CPRS will conclude in February 2003. **Method for measuring achievement:** 1. The Internal Data System (IDS) will be used to compare number of children entering care with the number of case plans initiated in CPRS. Additionally, the case plan will be individualized, measurable, and focused on the permanency objective. 2. A tool to assess the quality of CPRS case plans with previously documented case plans may need to be developed. **Actions to be taken next quarter:** 1. Complete CPRS training by February 2003. 2. Develop tool to assess quality of CPRS case plans. 3. Begin monthly comparisons of IDS entries with CPRS case plans initiated. Use information gathered to determine need for technical assistance to specific counties.

**2<sup>nd</sup> Quarter Report:** A memo was issued July 2002 to all county DFCS Directors and Field Directors mandating the use of the Case Plan Reporting System. Statewide training of case managers in use of CPRS concluded in February 2003. Once monthly on going comparisons of IDS entries with CPRS case plans is initiated, the information gathered can determine the need for additional technical assistance to counties.

**3<sup>rd</sup> Quarter Report:** The policy material is complete (see attached policy Foster Care Services: Case Plan PIP Items 7, 9, 12, 18, 21, 23)

**BARRIERS TO ACHIEVEMENT:**

The Internal Data System (IDS) will be used to compare number of children entering care with the number of case plans initiated in CPRS. These are two separate, non-networked databases thus the number comparisons will have to be done manually. Thus, no automatic checks occur to ensure that entering children (IDS) are reflected in the number of new case plans in (CPRS).

**2<sup>nd</sup> Quarter Federal Response:** [HOW DID YOU INTEND TO ACHIEVE ALL THE ACTION STEPS, OR RESOVLED THIS?](#)  
**3<sup>rd</sup> Quarter Georgia Reply:** Manual comparisons will be required.

| <b>O11 ACTION STEPS:</b> |                 | On the Health Screen in CPRS, add a required field that must be addressed if the case manager does not provide the 'Date of Last Psychological Assessment'. This functionality will be added during the re-write of CPRS. Develop a report to collect data from CPRS that will show case manager's appropriate use of these fields. |   |
|--------------------------|-----------------|---|---|
| START DATE               | COMPLETION DATE | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS   |
| Mar. 2002                | October 2003    | Kelli Stone, Kathy Herren   | During the re-writing of CPRS, assure this functionality is added in the business analysis.<br>Evaluation: Review the system to assure these fields have been added and provide the needed functionality. Review report to assure case managers are providing information in the Mental Health sections of the Health Screen. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Achieved:** Functionality has been added to the CPRS requiring that case managers report the Date of Last Psychological. If not entered, the CPRS requires that the case manager document why the assessment has not occurred.

**2<sup>nd</sup> Quarter Report: Achieved:** Functionality has been added to the CPRS requiring that case managers report the Date of Last Psychological. If not entered, the CPRS requires that the case manager document why the assessment has not occurred.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show this has been achieved?](#)

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** See Screen Print - Child and Family Well-Being 3 -- Item 23

**BARRIERS TO ACHIEVEMENT:**





## Work Plan Detail P -- Item 24, Statewide Information System

*Goal: Build reliability and consistency in IDSONLINE*

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>P1 ACTION STEPS:</b> |                        | Develop training component for web based testing and classroom curriculum. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>                              |
| May 2002                | Jan. 2004              | Professional Development Section, Kathy Herren                             | Increase in data accuracy, increase in worker competency. |

### ACCOMPLISHMENTS:

**1<sup>st</sup> Quarter Report:** A state level review of the IDS online policy, practice and procedures with the Professional Development Section has been completed. The Professional Development Section has taken the existing curriculum and will identify new and improved ways in which we can increase data accuracy and worker competency through written training materials and a web based training component. This assignment is still pending and cannot be measured against the established benchmark at this time.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show this has been achieved?](#)

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** The Professional Development Section and Athens Tech are building a web based learning component based on the curriculum design that has been completed to date. The strategy is not yet achieved.

**4<sup>th</sup> Quarter Report:** [The web site is up and in production for final roll out of case manger training.](#)

**4<sup>th</sup> Quarter Federal Response:** [How would the state measure against the established benchmark to increase data accuracy, and worker competency given the fact that the completion date is 1/04?](#)

### **DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

[See print out of web page. Access is password sensitive.](#)

### BARRIERS TO ACHIEVEMENT:

|                         |                        |  |                              |
|-------------------------|------------------------|--|------------------------------|
| <b>P2 ACTION STEPS:</b> |                        | Develop an on-going communication component that identifies trends and problems against statewide reports. |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b> |
| Jan. 2002               | June 2004              | Kathy Herren, Evaluation & Reporting Section   | Increase in data accuracy.   |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** All counties need to benefit from a 'one stop' information source for the identification, resolution and opportunity to learn from the successes of all county departments. A web page for social services is under construction and will be operational in 2003. The web page will allow for system messages, FAQ's, highlighting the good works of other county offices and have access to a stand alone training site for practicing data entry. The primary objective of the web site is to emphasize the importance behind accurate data collection. Once the web page is established, the Evaluation and Reporting Unit will identify a series of data elements that will be periodically selected from IDS online and county DFCS offices will have their data published along with tips for data resolution and the correct policy interpretation. This assignment is still pending and cannot be measured against the established benchmark at this time.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show this has been achieved?](#)

**3<sup>rd</sup> Quarter Georgia Reply:** Action strategy not achieved.

**3<sup>rd</sup> Quarter Report:** Ongoing trend analysis reports are generated from the E&R Section of DFCS and sent to the Social Services Section for review. These data issues are forwarded to the county through their state consultant for oversight and technical assistance. The development of the web based system is under construction and will contain reports that allow for county comparison of their results against other county offices.

**4<sup>th</sup> Quarter Report:** The web site has been released for use. Supervisor Review Guides and data have been authored and are being placed on the web and will be ready for use in November.

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See screen print of Georgia DFCS CMS.Net

**BARRIERS TO ACHIEVEMENT:**



|                         |                        |   |                              |
|-------------------------|------------------------|---|------------------------------|
| <b>P3 ACTION STEPS:</b> |                        | Establish deadlines for corrections to data prior to submission of AFCARS file. |                              |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b> |
| Jan. 2002               | June 2004              | Kathy Herren  | Increase in data accuracy.   |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The continued use of state level monitoring of AFCARS data elements continues through quality assurance reviews, state level data evaluation and individual county resolution. All AFCARS data has been and will continue to be evaluated for problems prior to submission. With the use of social services information systems web page, county offices will be aware of data discrepancy issues every month versus waiting for the six month file to be evaluated. This assignment is still pending and cannot be measured against the established benchmark at this time.

**2<sup>nd</sup> Quarter Federal Response:** [What can the State give us to show this has been achieved?](#)

**3<sup>rd</sup> Quarter Georgia's Reply:** Action strategy is not achieved.

**3<sup>rd</sup> Quarter Report:** Ongoing reporting and evaluation of AFCARS data is being completed and reported to the county offices on a monthly basis. With the availability of the web, in the future, these reports will be available to the county for frequent updates and reviews.

**4<sup>th</sup> Quarter Report:** Beginning November 2003, all data elements and reports will be made available on DFCS CMS.NET.

**DOCUMENTATION PROVIDED 4<sup>TH</sup> QUARTER:**

See screen print of Georgia DFCS CMS.Net

**BARRIERS TO ACHIEVEMENT:**

*Goal: Increase competency skills of core user group*

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>P4 ACTION STEPS:</b> |                        | Identify problems that currently exist in core user group. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>                               | <b>MEASURABLE BENCHMARKS</b>  |
| Mar. 2002               | June 2002              | Kathy Herren, Evaluation and Reporting Section             | Surveys that indicate problems and follow-up surveys that indicate increase in knowledge. |

**ACCOMPLISHMENTS:**

**Achieved.** A systemic review of IDS online based on the Child and Family Services Review indicated that 'users' found the information system problematic. Acknowledging that the original system was designed to have administrative support staff in county offices as the primary user of IDS, we needed to initiate change by 're-defining' who is the 'core user group'. A review of the current user group suggest that we have an increase number of case managers and their supervisors that have been assigned the task of data entry into IDS online out of necessity. Vacancies and hiring freezes of the Administrative Assistant classification has often hampered the county office to submit timely and accurate data. Thus, developing competency within the county office that was built out of necessity. Our new definition of 'core user group' has expanded and allows for case managers and supervisors, who in addition to providing direct services and supervisory support, lack knowledge of how to use the system effectively. Eventually, it will be an expectation that all case managers will be responsible for maintaining their own electronic case records and data collection. Until that time, computer skills, aging equipment, technology upgrades and lack of procedural know how, were identified as challenges that county staff deal with on an ongoing basis. Using the January 1, 2003 merge of the Protective Services Data System (PSDS) into IDS online as a test, we identified the current skills and competencies that are present in county offices. Those staff that were administrative assistants or performed clerical duties in their county offices, indicated that they were excited about the system and felt

that it was easy to use and required little typing. The use of paper to screen was not perceived as a difficult transition as the form was consistent with the screens. Those case managers and supervisors in attendance shared the same sentiment but indicated that as seasoned IDS online users, the use of the system was easier for them and might meet with resistance from those that had not been forced out of necessity to do their own data entry. Additional training will be available to case managers and supervisors through a web based training site and a computer lab experience. Ongoing surveys and feedback from all users is still needed to ensure that we continue to meet the needs of the user group. The benchmark that was established for this program improvement plan is going to be an ongoing process.

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>P5 ACTION STEPS:</b> |                        | Develop statewide training opportunities for managers. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>                           | <b>MEASURABLE BENCHMARKS</b>                |
| Nov. 2001               | Nov. 2003              | Kathy Herren   | Completed statewide training opportunities. |

**ACCOMPLISHMENTS:**

There has been little work completed on this action step until we have the other pieces in place that will allow us to respond to statewide training and mentoring issues.

**4<sup>th</sup> Quarter Federal Response:** This action step due date was November 2003; it is not clear when the State will develop statewide training opportunities for managers.

**BARRIERS TO ACHIEVEMENT:**

Identify barriers to achievement.

**3<sup>rd</sup> Quarter Federal Response:** Respond to above question.

**4<sup>th</sup> Quarter Georgia Report:** Statewide training plan has changed and will be re-negotiated during PIP annual evaluation.

Goal: Enhance existing system to meet on-going data needs

|                         |                        |                                       |  |
|-------------------------|------------------------|---------------------------------------|--|
| <b>P6 ACTION STEPS:</b> |                        | Merge the use of PSDS into IDSONLINE. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>          | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2003               | Dec. 2003              | Kathy Herren                          | Completion of the merge and availability of historical data for screening. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** On January 1, 2003 all new CPS referrals will be captured in IDS online. All new referrals can have a historical search of the new data in the IDS online system immediately. We have cases that are identified as calendar year 2002 under investigation; county offices will be required to maintain two systems until March 2003. In March, the existing PSDS system will be closed to data entry and allow for historical screening only. In April 2003, all screening for agency history will be terminated in the old system and managed in the new IDS online system.

**3<sup>rd</sup> Quarter Report: Achieved.** The completion of PSDS into IDS was achieved on June 30, 2003. The department does not manage two reporting systems for the collection of the child welfare data.

**BARRIERS TO ACHIEVEMENT:**

---

|                         |   |   |   |
|-------------------------|---|---|---|
| <b>P7 ACTION STEPS:</b> |   | Expand and create additional management tools for tracking based on available data. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                    |
| Jan. 2003               | June 2004 <b>Delete on going action step (It is good for internal action steps.</b> | Kathy Herren  | Completion and expansion of management reports. |

|  |                            |  |  |
|--|----------------------------|--|--|
|  | PIP duration is two years. |  |  |
|--|----------------------------|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** All management reports in IDS online are being evaluated for efficiency, duplication and usefulness. As a need is identified that may have statewide usefulness, it has been added to the current inventory. Solicitation for suggestions from state and county management staff will occur within the next 12 months so that development and implementation can be completed by the established deadline.

**4<sup>th</sup> Quarter Report:** With the introduction of new applications to track children (IDS Placement Central), merging of CPS data into IDS Online, we have increased the number of management tracking tools available. Clean up of existing management tools to avoid duplication.

**4<sup>th</sup> Quarter Federal Response:** This action step needs further clarification regarding progress of management reports

**BARRIERS TO ACHIEVEMENT:**

*Goal: Contingent upon SACWIS PAPD and IAPD approvals, to develop a Statewide Information System that is compliant with SACWIS requirements and supports the efficient, effective, timely and consistent provision of case management services.*

**4<sup>th</sup> Quarter Federal Response:** Serious concerns regarding State’s continued requests for completion date changes, some of which are outside of the PIP planning period. It appears that SACWIS functionality will not fall under the review period. The State is far behind in meeting their goals/action steps for Statewide Information System. At the current trend, how would the State be in substantial conformity with this Systemic Factor within the next year?

|                         |                        |  |                                    |
|-------------------------|------------------------|--|------------------------------------|
| <b>P8 ACTION STEPS:</b> |                        | Submit DFCS Case Management BPR PAPD -- Planning Advanced Planning Document - to ACF for approval. |                                    |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>       |
| June 2002               | Sept. 2002             | Michael Lynch  | Release received by ACF (6/14/02). |



|  |  |  |                                   |
|--|--|--|-----------------------------------|
|  |  |  | Evaluation: ACF approval of PAPD. |
|--|--|--|-----------------------------------|

**ACCOMPLISHMENTS:**

PAPD submitted to ACF 6/02.  
Received conditional approval 8/02  
Submitted PAPD Response 9/02  
Modified approach no longer requires BPR PAPD  
BPR PAPD removed from consideration in 9/02 response to ACF  
**Action Step no longer applicable**

**BARRIERS TO ACHIEVEMENT:**

---

| <b>P9 ACTION STEPS:</b> |   | Complete DFCS Case Management Future State Design. |  |
|-------------------------|---|--|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b>                        | <b>RESPONSIBLE PERSON(S)</b>                       | <b>MEASURABLE BENCHMARKS</b>   |
| Sept. 2001              | June 2002 (scheduled DFCS Management meeting) | Carol Veihmeyer                                    | Presentation to DFCS Management Team (5/02).<br>Evaluation: DFCS Management Team approval, sign off of presentation by Juanita Blount-Clark. |

**ACCOMPLISHMENTS:**

**Action Step Achieved.** BPR efforts began 7/01 and was completed 7/02 by demonstrated approval of Future State 7/15/02: DFCS Management Team and Executive Oversight Committee approval.

**BARRIERS TO ACHIEVEMENT:**

[What can the State give us to show this has been achieved?](#)

**See final documentation of Current State, Gap Analysis and Future State Case Management model at the following web site:**

| <b>P10 ACTION STEPS:</b> |   | Field Demonstration of State Design and Revise FS Model/Design as required.<br>Work with vendor to develop project schedule<br>Baseline project schedule<br>Track/Monitor vendor activities and deliverables development<br>Review deliverables<br>Secure approval of deliverables |   |
|--------------------------|---|--|---|
| START DATE               | COMPLETION DATE   | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS   |
| Oct. 2002                | July 2004<br><b>4th Quarter:</b><br>Request date change to Nov 2004 due to extension of vendor contract | Kelley Harmon  | Evaluation of Model (11/02) (Jan 2004).<br>Evaluation: Revised Plan |

**ACCOMPLISHMENTS:**

Safe Futures Program Improvement Statement of Need finalized and released 1/13/03  
Vendor selected 3/10/03  
Contract awarded 3/11/03

**4<sup>th</sup> Quarter:** Track/Monitor vendor activities and deliverables development through weekly status meetings  
Original project schedule baselined 6/24/03  
Conducted entrance conferences 7/03  
Interviewed/shadowed participant case managers 7/03  
Developed training material for future state model 7/03  
Scheduled training sessions 7/03  
Conducted validation site visits to discuss issues/concerns and to confirm activities 7/03

Presented future model training overview to executive sponsors 8/03  
Trained test groups on new model 8/03  
Began validation process at validation sites 8/03  
Full implementation of new model within test groups 9/03  
Continue to work with team members and supervisors on roles and responsibilities 9/03

**Data/resources available /needed to measure improvement:**

Safe Futures Program Improvement Model deliverables (underway-see above)  
Future State Model validation (began 8/03)  
GAP Analysis  
Revised Future State Model (Revisions will begin 11/03)

**Methods of measuring improvements:**

Project Manager review of deliverables

**Action to be taken to meet project goals:**

The above underlined should be moved to Action Steps.

**3<sup>rd</sup> Quarter Federal Report:** 3<sup>rd</sup>. Qtr progress?

**4<sup>th</sup> Quarter Report:** Track/Monitor vendor activities and deliverables development through weekly status meetings

Original project schedule baselined 6/24/03  
Conducted entrance conferences 7/03  
Interviewed/shadowed participant case managers 7/03  
Developed training material for future state model 7/03  
Scheduled training sessions 7/03  
Conducted validation site visits to discuss issues/concerns and to confirm activities 7/03  
Presented future model training overview to executive sponsors 8/03  
Trained test groups on new model 8/03  
Began validation process at validation sites 8/03  
Full implementation of new model within test groups 9/03  
Continue to work with team members and supervisors on roles and responsibilities 9/03

**4<sup>th</sup> Quarter Federal Response:** State is requesting completion date change outside of the PIP review period. The time period for completing the PIP will not exceed 2 years.

**BARRIERS TO ACHIEVEMENT:**

| <b>P11 ACTION STEPS:</b> |   | Work with vendor to develop project schedule<br>Baseline project schedule<br>Track/Monitor vendor activities and deliverables<br>Review deliverables<br>Secure approval of deliverables<br>Development of Safe Futures Program Improvement Change Management Plan<br>. |   |
|--------------------------|---|--|---|
| START DATE               | COMPLETION DATE   | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS   |
| Oct. 2002                | July 2004<br><b>4<sup>th</sup> Quarter Report:</b><br>Request date change to Nov 2004 due to extension of vendor contract | Kelley Harmon  | Improvement Plans developed.<br>Evaluation: Plans presented and approved by DFCS Management Team. |

**ACCOMPLISHMENTS:**

Developed as part of Safe Futures Program Improvement SON (SFPI-SON)  
**3<sup>rd</sup> Quarter Report:** Safe Futures Program Improvement Statement of Need finalized and released 1/13/03  
 Vendor selected 3/10/03  
 Contract awarded 3/11/03  
**3<sup>rd</sup> Quarter Federal Response:** What can the State give us to show this has been achieved Contract award announcement (See attachment)

**4<sup>th</sup> Quarter Report:** Track/Monitor vendor activities and deliverables development through weekly status meetings  
Original project schedule baselined 6/24/03  
Change orders to extend contract have been approved by executive sponsors 09/03  
Provided project overview to SACWIS planning vendor 8/03  
Continue to capture field validation data throughout the quarter  
Met with SACWIS planning vendor to discuss requirements 9/03

**Data/resources available/needed to measure improvement:**

Project Management  
SFPI-SON vendor  
Revised Future State Model  
Future State Model validation  
Current/future state gap analysis

**Method of measuring improvement:**

SPFI project status reports  
SFPI deliverable approval

**Actions to be taken to meet goal:**

**Move to Action steps column.**

**3<sup>rd</sup> Quarter Federal Response: 3<sup>rd</sup>. Qtr progress?**

**4<sup>th</sup> Quarter Report:** Track/Monitor vendor activities and deliverables development through weekly status meetings  
Original project schedule baselined 6/24/03  
Change orders to extend contract have been approved by executive sponsors 09/03  
Provided project overview to SACWIS planning vendor 8/03  
Continue to capture field validation data throughout the quarter  
Met with SACWIS planning vendor to discuss requirements 9/03

**4<sup>th</sup> Quarter Federal Response:** State is requesting completion date change outside of the PIP review period. The time period for completing the PIP will not exceed 2 years.

**BARRIERS TO ACHIEVEMENT:**

| <b>P12 ACTION STEPS:</b> |  | Safe Future Program Improvement Contract Management |                              |
|--------------------------|--|---|------------------------------|
| <b>START DATE</b>        | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>                        | <b>MEASURABLE BENCHMARKS</b> |
| April 2003               | July 2004<br><b>4th Quarter Report:</b><br>Request date change to Nov 2004 due to extension of vendor contract | Kelley Harmon                                       | Scheduled Deliverables       |

**ACCOMPLISHMENTS:**

Vendor on Board 4/03

**4<sup>th</sup> Quarter Report:** Track/Monitor vendor activities and deliverables development through weekly status meetings

Original project schedule baselined 6/24/03

Field validation extension proposal reviewed 8/03

Original project Plan submitted to executive sponsors for review 8/03

Original project plan, budget, and schedule were approved by executive sponsors 9/03

Change orders to extend contract have been approved by executive sponsors 09/03

Coordinating DHR internal approval of amended contract 10/03

Currently evaluating draft team model in two counties 10/03

Data resource available/needed to measure improvement:

Deliverable submission by Vendor and approval by DHR/DFCS

**3<sup>rd</sup> Quarter Federal Response: 3<sup>rd</sup>. Qtr progress?**

**4<sup>th</sup> Quarter Report: Vendor on Board 4/03**

Track/Monitor vendor activities and deliverables development through weekly status meetings

Original project schedule baselined 6/24/03

Field validation extension proposal reviewed 8/03

Original project Plan submitted to executive sponsors for review 8/03

Original project plan, budget, and schedule were approved by executive sponsors 9/03

Change orders to extend contract have been approved by executive sponsors 09/03

Coordinating DHR internal approval of amended contract 10/03

Currently evaluating draft team model in two counties 10/03

**4<sup>th</sup> Quarter Federal Response:** State is requesting completion date change outside of the PIP review period. The time period for completing the PIP will not exceed 2 years.

**BARRIERS TO ACHIEVEMENT:**

| <b>P13 ACTION STEPS:</b> |   | Planning Contractor Procurement -- new contract approved by ACF. |  |
|--------------------------|---|--|--|
| <b>START DATE</b>        | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>                                     | <b>MEASURABLE BENCHMARKS</b>   |
| August 2002              | Requested date<br><b>change to May 2003</b><br><b>3rd Quarter</b><br><b>Federal Response:</b><br>Provide reason(s) for requesting a date change.<br><b>4th Quarter Report:</b><br>Reasons for requesting date | Michael Lynch  | ACF approved SON (12/02). Proposals reviewed. Selected vendor. Planning Contract in place (5/03).<br>Evaluation: Plans presented and approved by DFCS Management Team. |

| START DATE | COMPLETION DATE  | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|------------|--|-----------------------|-----------------------|
|            | change from 10/02 to 5/03 (7 month change):<br>Original 10/02 completion date assumed approval of PAPD/SON 8/02;<br>Actual approval received 12/02 (4 month change)<br>Vendor response time to SON extended based on ACF feedback (2 month change)<br>Plan assumed ACF approval of Vendor selection in 30 days instead of 60 days (1 month change) |                       |                       |

**ACCOMPLISHMENTS:**

PAPD submitted 6/02  
 Response to 6/02 PAPD request for additional information submitted 9/02.  
 ACF Approval 12/02  
 Response to 12/02 request for additional information submitted 2/03  
 SACWIS SON released 11/02 for vendor to develop RFP and IAPD  
 Completed review of vendor proposal and submitted vendor recommendation 3/03  
 Vendor recommendation Approved 3/03  
 Submitted Planning Vendor SON/Procurement documents, Vendor Proposal, and updated PAPD budget to ACF for review and



approval 3/03.

Received ACF approval of contract for the planning phase 5/03

**Data/resources available/needed to measure improvement:**

**Method of measuring improvements:**

Response from ACF

Have you received response from ACF? Received ACF approval of contract for planning phase 5/03

**Actions to be taken to meet projected goals:**

Move to Action steps column.

3<sup>rd</sup> Quarter Federal Response: 3<sup>rd</sup>. Qtr progress?

4<sup>th</sup> Quarter Report: Action step achieved.

Completed contract negotiations and signed contract with planning vendor 7/03

**BARRIERS TO ACHIEVEMENT:**

| <b>P14 ACTION STEPS:</b> |   | SACWIS Technical Design Development. |  |
|--------------------------|---|--------------------------------------|--|
| <b>START DATE</b>        | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>         | <b>MEASURABLE BENCHMARKS</b>   |
| Oct 2002                 | Feb. 2003<br><b>4th Quarter Report:</b><br>Request federal approval to delete this action step. | Michael Lynch                        | Detail Functional Requirements<br>Detail System Requirements<br>Information Architecture<br>Hardware/Software Requirements<br>Evaluation: Present Detailed Future State Design for |

| START DATE | COMPLETION DATE  | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|------------|--|-----------------------|-----------------------|
|            | <p>Reason for request:<br/>This action is being tracked as part of P17-Develop IAPD/RFP because it was eliminated from the SACWIS Planning SON at ACF's request. If deletion approved, will combine measurable benchmarks for this action with the benchmarks for P17.</p> |                       | approval.             |

**ACCOMPLISHMENTS:**

**Eliminated from SACWIS Planning SON at ACF request.**

**Track as part of SACWIS IAPD/RFP Development activity**  
**(DOES THIS STATEMENT REPRESENT ACCOMPLISHMENT?)**

**3<sup>rd</sup> Quarter Georgia Reply:** No

**3<sup>rd</sup> Quarter Federal Response:** 3<sup>rd</sup>. Qtr progress?

**4<sup>th</sup> Quarter Federal Response:** State is requesting to delete this action step, because the action is being part of P17. State should document achievement

**BARRIERS TO ACHIEVEMENT:**

| <b>P15 ACTION STEPS:</b>   |   | Complete SACWIS Feasibility Study. |   |
|--|---|------------------------------------|---|
| <b>START DATE</b>  | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>       | <b>MEASURABLE BENCHMARKS</b>  |
| Oct. 2002<br><b>4th Quarter:</b> Actual start date: Oct 2003. Previously requested date change to July 2003 Reason for actual date change: Planning vendor's actual start date was delayed to 8/03 and this shifted all previously reported deliverable dates. Earlier 10/02 start date was based on ACF approval of the Planning Vendor contract in 10/02 and Actual ACF planning vendor contract approval in 5/03. | <b>4th Quarter:</b> Requesting date change to Nov 2003. Previously requested date change to Sept. 2003 Reason: Planning vendor's actual start date was delayed to 8/03 and this shifted all previously reported deliverable dates. Previously reported 11/02 completion date was based on ACF approval of the Planning Vendor contract in 10/02 and actual ACF planning vendor contract approval in 5/03. | Michael Lynch                      | Completed System Alternative Analysis. Evaluation: Presentation of Alternatives and approval of system acquisition. |

**ACCOMPLISHMENTS:**

Statement of Need (SON) for SACWIS Planning and IV&V included in 6/02 PAPD submitted to ACF for approval.  
DHR agreed with ACF recommendations to incorporate detailed technical design information into IAPD/RFP under an approved PAPD.

SACWIS Statement of Need released 11/26/02 for vendor to develop RFP and IAPD.

Completed review of vendor proposal and submitted vendor recommendation 3/03

Vendor recommendation approved 3/03

Submitted Planning Vendor SON/Procurement documents, Vendor Proposal, and updated PAPD budget to ACF for review and approval 3/03.

Received ACF approval of contract for the planning phase 5/03

**4<sup>th</sup> Quarter Report: SACWIS APAPDU submitted to ACF 7/03**

Completed contract negotiations and signed contract with planning vendor 7/03

Received detailed work plan from vendor 9/03

Alternatives analysis started 9/03

Feasibility study started 10/03

Planning vendor began work with Program Improvement vendor to discuss current state and future state model and conduct impact analysis 9/03

ACF approved SACWIS APAPDU 9/03

**Data /resources available/needed to measure improvement:**

Project Management structure (approved by ACF in APAPDU 9/03)

SACWIS Safe Futures Project structure needed (approved by ACF in APAPDU 9/03)

ACF decision regarding Georgia's Planning Vendor Procurement process **Received 5/03**

SACWIS Planning vendor contract (completed 7/03)

DFCS Case Management Future State design/automation requirements (workflow review session conducted in 10/03)

**Method of measuring improvement:**

Response from ACF Received 5/03

Planning Vendor start

IAPD/RFP Deliverables

Monitor status of required approvals

**Actions to be taken to meet projected goals:**

**Move to Action steps column.**

**3<sup>rd</sup> Quarter Federal Response: 3<sup>rd</sup>. Qtr progress?**

**4<sup>th</sup> Quarter Report: SACWIS APAPDU submitted to ACF 7/03**

Completed contract negotiations and signed contract with planning vendor 7/03

Received detailed work plan from vendor 9/03

Alternatives analysis started 9/03

Feasibility study started 10/03

Planning vendor began work with Program Improvement vendor to discuss current state and future state model and conduct impact analysis 9/03

ACF approved SACWIS APAPDU 9/03

**4<sup>th</sup> Quarter Federal Response: Has state developed system alternate analysis?**

**BARRIERS TO ACHIEVEMENT:**

|   |  |  |                                 |
|---|--|--|---------------------------------|
| <b>P16 ACTION STEPS:</b>  |  | Complete Cost Benefit Analysis.<br>Evaluation: Presentation of Cost/Benefit. |                                 |
| <b>START DATE</b>   | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>    |
| Oct. 2002<br>Actual start date: Oct 2003. Previously requested date change to July 2003<br>Reason: Planning | <b>4th Quarter:</b><br>Requesting date change to Nov 2003. Previously requested date change to Sept. 2003. | Michael Lynch  | Completed Cost/Benefit Analysis |

| START DATE  | COMPLETION DATE  | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|---|--|-----------------------|-----------------------|
| <p>vendor's actual start date was delayed to 8/03 and this shifted all previously reported deliverable dates. The earlier 10/02 start date was based on ACF approval of the Planning Vendor contract in 10/02 and Actual ACF planning vendor contract approval in 5/03.</p> | <p>Reason: Planning vendor's actual start date was delayed to 8/03 and this shifted all previously reported deliverable dates. Earlier 12/02 completion date was based on ACF approval of the Planning Vendor contract in 10/02 and Actual ACF planning vendor contract approval 5/03.</p> |                       |                       |

**ACCOMPLISHMENTS:**

SON for SACWIS Planning and IV&V included in 6/02 PAPD submitted to ACF for approval.  
 SACWIS SON released 11/02 for vendor to develop RFP and IAPD.  
 Completed review of vendor proposal and submitted vendor recommendations 3/03.  
 Vendor Recommendation approved 3/03  
 Submitted Planning Vendor SON/Procurement documents, Vendor Proposal, and updated PAPD budget to ACF for review and approval 3/03  
 Received ACF approval of contract for the planning phase 5/03  
**4<sup>th</sup> Quarter Report: SACWIS APAPDU submitted to ACF 7/03**  
 Completed contract negotiations and signed contract with planning vendor 7/03  
 Received detailed work plan from vendor 9/03  
 Planning vendor project kickoff 8/03  
 ACF approved SACWIS APAPDU 9/03

Cost Benefit Analysis started 10/03

**Data/resources available/needed to measure improvements:**

Project Management structure (approved by ACF in APAPDU 9/03)

SACWIS Safe Futures Project structure needed (approved by ACF in APAPDU 9/03) ACF decision regarding Georgia's Planning Vendor Procurement process; Received 5/03 SACWIS Planning Vendor contract

SACWIS Implementation project plan and cost estimates

**Method of measuring improvements:**

Response from ACF;

IAPD/RFP Deliverables (target date 12/03)

Planning vendor start

Monitor status of required approvals

**Actions to be taken to meet projected goal:**

**Move to Action steps column.**

**3<sup>rd</sup> Quarter Federal Response: 3<sup>rd</sup>. Qtr progress?**

**4<sup>th</sup> Quarter Report: SACWIS APAPDU submitted to ACF 7/03**

Completed contract negotiations and signed contract with planning vendor 7/03

Received detailed work plan from vendor 9/03

Planning vendor project kickoff 8/03

ACF approved SACWIS APAPDU 9/03

Cost Benefit Analysis started 10/03

**4<sup>th</sup> Quarter Federal Response: Incomplete Cost Benefit analysis**

**BARRIERS TO ACHIEVEMENT:**

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| <b>P17 ACTION STEPS:</b>   |  | Develop SACWIS IAPD/RFP.     |  |
|--|--|------------------------------|--|
| <b>START DATE</b>  | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b> | <b>MEASURABLE BENCHMARKS</b>                                 |
| Oct. 2002<br><b>4th Quarter:</b> Actual start date: Sep 2003. Previously requested date change to July 2003 Reason: Planning vendor's actual start date was delayed to 8/03 and this shifted all previously reported deliverable dates. The earlier 10/02 start date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03. | <b>4th Quarter:</b> Requesting date change to Dec 2003. Previously requested date change to Sept 2003 Reason: Planning vendor's actual start date was delayed 8/03 and this shifted all previously reported deliverable dates. Earlier 12/02 completion date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03. | Michael Lynch                | Released IAPD and RFP.<br>Evaluation: Approved IAPD and RFP. |

**ACCOMPLISHMENTS:**

SON for SACWIS Planning and IV&V included in 6/02 PAPD submitted to ACF for approval.  
 SACWIS SON released 11/02 for vendor to develop RFP and IAPD.  
 PAPD approval by ACF 12/02



Completed review of vendor proposal and submitted vendor recommendation 3/03  
Vendor Recommendation approved 3/03  
Submitted Planning Vendor SON/Procurement documents, Vendor Proposal, and update PAPD budget to ACF for review and approval 3/03  
Received ACF approval of contract for the planning phase 5/03

**4<sup>th</sup> Quarter Report: SACWIS APAPDU submitted to ACF 7/03**

Completed contract negotiations and signed contract with planning vendor 7/03  
Planning vendor project kickoff 8/03  
Vendor provided draft outline of IAPD and RFP 9/03  
Received detailed work plan from vendor 9/03  
Planning vendor began work with Program Improvement vendor to discuss current state and future state model and conduct impact analysis 9/03  
Received detailed work plan from vendor 9/03  
Started technical requirements analysis 9/03  
Completed workflow review sessions for functional requirements 10/03  
ACF approved SACWIS APAPDU 9/03  
Alternatives analysis started 9/03  
Cost Benefit analysis started 10/03  
Feasibility study started 10/03

**Data/ resources available/needed to measure improvements:**

Project Management structure (approved by ACF in APAPDU 9/03)  
SACWIS Safe Futures Project structure needed (approved by ACF in APAPDU 9/03)  
ACF decision regarding Georgia's Planning Vendor Procurement process; Received 5/03  
SACWIS Planning vendor contract  
DFCS Case Management/Child Welfare automation requirements  
ACF decision regarding Georgia's Implementation Vendor Procurement process

**Method for measuring improvements:**

Response from ACF; Received 5/03  
Planning vendor start

IAPD/RFP Deliverables  
Monitor status of required approvals

**Actions to be taken to meet projected goals:**  
**Move to Action steps column.**

**3<sup>rd</sup> Quarter Federal Response: 3<sup>rd</sup>. Qtr progress?**

**4<sup>th</sup> Quarter Report:** SACWIS APAPDU submitted to ACF 7/03

Completed contract negotiations and signed contract with planning vendor 7/03

Planning vendor project kickoff 8/03

Vendor provided draft outline of IAPD and RFP 9/03

Received detailed work plan from vendor 9/03

Planning vendor began work with Program Improvement vendor to discuss current state and future state model and conduct impact analysis 9/03

Received detailed work plan from vendor 9/03

Started technical requirements analysis 9/03

Completed workflow review sessions for functional requirements 10/03

ACF approved SACWIS APAPDU 9/03

Alternatives analysis started 9/03

Cost Benefit analysis started 10/03

Feasibility study started 10/03

**4<sup>th</sup> Quarter Federal Response:** The State is close to one year behind the original projected completion date. The State attributes these barriers to ACF approval of Planning Vendor procurement process and results.

**BARRIERS TO ACHIEVEMENT:**

**4<sup>th</sup> Quarter Report:** ACF approval of Planning Vendor procurement process and results. Received ACF approval of contract for the planning phase 5/03

| <b>P18 ACTION STEPS:</b>  |   | Implementation Contractor Procurement -- new contract approved by ACF.<br>Evaluation: Approved Contract in place. |   |
|---|---|---|---|
| <b>START DATE</b>   | <b>COMPLETION DATE</b>  | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| March 2003<br><b>4th Quarter:</b><br>Request date change to March 2004<br>Reason: Planning vendor's actual start date was delayed to 8/03 and this shifted all previously reported deliverable dates. | <b>Requesting date change to Sept. 2004</b><br><b>Federal Response:</b><br>Provide reason(s) for requesting a date change<br><b>Georgia Reply:</b><br>12/02 completion date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract approval 5/03; Projected vendor start 7/03 | Michael Lynch   | ACF approved SON. Proposals reviewed. Target date to have selected Implementation vendor contract in place 06/04. |

**ACCOMPLISHMENTS:**

Planning SON released 11/26/02. This will lead to RFP development and contractor procurement.

Completed review of vendor proposal and submitted vendor recommendation 3/03

Vendor Recommendation approved 3/03

Submitted Planning Vendor SON/Procurement documents, Vendor Proposal, and updated PAPD budget to ACF for review and

approval 3/03

Received ACF approval of contract for the planning phase 5/03

**4<sup>th</sup> Quarter Report:** SACWIS APAPDU submitted to ACF 7/03

Completed contract negotiations and signed contract with planning vendor 7/03

Planning vendor project kickoff 8/03

ACF approved SACWIS APAPDU 9/03

Data resources available/needed to measure improvement: Addition from federal response

Project Management structure (approved by ACF in APAPDU 9/03)

SACWIS Safe Futures Project structure needed (approved by ACF in APAPDU 9/03)

ACF decision regarding Georgia's Planning Vendor Procurement process ; Received 5/03

SACWIS Planning Vendor Contract

DFCS Case Management Future State design/automation requirements

ACF decision regarding Georgia's Implementation Vendor Procurement process

Implementation Vendor contract

Program Improvement Change Management Plan

Method for measuring improvements: Addition from federal response

Response from ACF for Planning Vendor; Received 5/03

IAPD/RFP Deliverables

Planning vendor start

Monitor status of required approvals

Receipt of vendor proposals

Proposal evaluation results

Response from ACF for Implementation Vendor

Actions to be taken to meet project goals:

**Move to Action steps column.**

**3<sup>rd</sup> Quarter Federal Response: 3<sup>rd</sup>. Qtr progress?**

**4<sup>th</sup> Quarter Report:** SACWIS APAPDU submitted to ACF 7/03  
 Completed contract negotiations and signed contract with planning vendor 7/03  
 Planning vendor project kickoff 8/03  
 ACF approved SACWIS APAPDU 9/03

**4<sup>th</sup> Quarter Federal Response:** The State attributes these barriers to ACF approval of Planning Vendor procurement process and results.

**BARRIERS TO ACHIEVEMENT:**

**4<sup>th</sup> Quarter:** ACF approval of Planning Vendor procurement process and results. Received ACF approval of contract for the planning phase 5/03

| <b>P19 ACTION STEPS:</b>   |  | Release I<br>Evaluation: Release meets stated quality and performance standards. |   |
|--|--|--|---|
| <b>START DATE</b>  | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| June 2003<br>Requesting date change to June 2004<br><b>Reason for requesting date change:</b> 6/03 start date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning vendor contract | Dec. 2003<br>Requesting date change to June 2005<br><b>Reason for requesting date change:</b> 12/03 completion date was based on ACF approval of the Planning Vendor contract 10/02; Actual ACF planning | Michael Lynch  | Selected vendors working on release.<br>Release piloted.<br>Roll out plan approved.<br>Release I operational Statewide. |

| START DATE  | COMPLETION DATE  | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|---|--|-----------------------|-----------------------|
| approval 5/03<br>Projected planning vendor start 7/03<br>6/03 start date based on ACF IAPD/RFP approval of Implementation contract 6/03;<br>Projected approval 6/04 | vendor contract approval 5/03<br>Projected planning vendor start 7/03<br>12/03 start date based on ACF IAPD/RFP approval of Implementation contract 6/03;<br>Projected approval 6/04 |                       |                       |

**ACCOMPLISHMENTS:**

**3<sup>rd</sup>. Qtr progress?**

**4<sup>th</sup> Quarter Report:** Start of this action step is preceded by the successful completion of action step P18.

**4<sup>th</sup> Quarter Federal Response:** State is requesting completion date change outside of the PIP Review period. The time period for completing the PIP will not exceed 2 years.

**BARRIERS TO ACHIEVEMENT:**

| <b>P20 ACTION STEPS:</b> |                 | Finalize Planning vendor contract following ACF approval |   |
|--------------------------|-----------------|--|---|
| START DATE               | COMPLETION DATE | RESPONSIBLE PERSON(S)                                    | MEASURABLE BENCHMARKS                         |
| 4/1/03                   | 7/17/03         | Michael Lynch  | Signed contract for planning vendor in place. |

**ACCOMPLISHMENTS:**

**4<sup>th</sup> Quarter Report: Action Step achieved.**

Received ACF approval of contract 5/03.

Finalized planning vendor contract following ACF approval. Contract w/ planning vendor signed and implemented 7/03.

**BARRIERS TO ACHIEVEMENT:**

---

| <b>P21 ACTION STEPS:</b> |                        | Planning vendor kick-off     |  |
|--------------------------|------------------------|------------------------------|--|
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b> | <b>MEASURABLE BENCHMARKS</b>                 |
| Aug 2003                 | Aug 2003               | Michael Lynch                | Vendor on board executing project activities |

**ACCOMPLISHMENTS:**

**4<sup>th</sup> Quarter Report: Action step achieved.**

Planning Vendor Kickoff 8/03

**BARRIERS TO ACHIEVEMENT:**

---

| <b>P22 ACTION STEPS:</b> |                        | Submit SACWIS IAPD/RFP for ACF approval |                              |
|--------------------------|------------------------|---|------------------------------|
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>            | <b>MEASURABLE BENCHMARKS</b> |
| Dec 2003                 | Dec 2003               | Michael Lynch                           | IAPD and RFP received by ACF |

**ACCOMPLISHMENTS:**

**4<sup>th</sup> Quarter Report**

Start of this action step is preceded by the successful completion of action step P17

**BARRIERS TO ACHIEVEMENT:**

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|                          |                        |                                      |                              |
|--------------------------|------------------------|--------------------------------------|------------------------------|
| <b>P23 ACTION STEPS:</b> |                        | Receive ACF approval of IAPD and RFP |                              |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>         | <b>MEASURABLE BENCHMARKS</b> |
| Feb 2004                 | Feb 2004               | Michael Lynch                        | ACF approved IAPD & RFP      |

**ACCOMPLISHMENTS:**

**4<sup>th</sup> Quarter Report**

Start of this action step is preceded by the successful completion of action step P22

**BARRIERS TO ACHIEVEMENT:**

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|                          |                        |                              |                                   |
|--------------------------|------------------------|------------------------------|-----------------------------------|
| <b>P24 ACTION STEPS:</b> |                        | Release RFP                  |                                   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b> | <b>MEASURABLE BENCHMARKS</b>      |
| Feb 2004                 | Feb 2004               | Michael Lynch                | RFP published to vendor community |

**ACCOMPLISHMENTS:**



**4<sup>th</sup> Quarter Report:**

Start of this action step is preceded by the successful completion of action step P23

**BARRIERS TO ACHIEVEMENT:**

---

| <b>P25 ACTION STEPS:</b> |                 | Receive proposals and conduct evaluation |   |
|--------------------------|-----------------|--|---|
| START DATE               | COMPLETION DATE | RESPONSIBLE PERSON(S)                    | MEASURABLE BENCHMARKS                           |
| Apr 2004                 | Apr 2004        | Michael Lynch                            | Winning implementation vendor proposal selected |

**ACCOMPLISHMENTS:**

**4<sup>th</sup> Quarter Report**

Start of this action step is preceded by the successful completion of action step P24

**BARRIERS TO ACHIEVEMENT:**

---

| <b>P26 ACTION STEPS:</b> |                 | ACF approval of SACWIS Implementation vendor procurement process |  |
|--------------------------|-----------------|--|--|
| START DATE               | COMPLETION DATE | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS                                    |
| Jun 2004                 | Jun 2004        | Michael Lynch  | ACF approved the selected implementation vendor proposal |

**ACCOMPLISHMENTS:**

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**4<sup>th</sup> Quarter Report:**

Start of this action step is preceded by the successful completion of action step P25

**BARRIERS TO ACHIEVEMENT:**

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| <b>P27 ACTION STEPS:</b> |                        | SACWIS Implementation vendor Kickoff |  |
|--------------------------|------------------------|--------------------------------------|--|
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>         | <b>MEASURABLE BENCHMARKS</b>                 |
| Jun 2004                 | Jun 2004               | Michael Lynch                        | Vendor on board executing project activities |

**ACCOMPLISHMENTS:**

**4<sup>th</sup> Quarter Report:**

Start of this action step is preceded by the successful completion of action step P26 and P18.

**BARRIERS TO ACHIEVEMENT:**

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**Work Plan Detail Q -- Items 35-37, State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.**

|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>Q1 ACTION STEPS:</b> |                        | Conduct a statewide needs assessment of existing support services to determine gaps in service array and accessibility to include mental health, family violence, substance abuse treatment, and post treatment services, treatment continuum for sexual abuse, intensive in-home services, out of home services to include the immediate availability of foster homes, medically fragile foster homes, and therapeutic foster homes. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>                  |
| August 2002             | March 2004             | David Hellwig, Amy Hale, Betty Wrights, County Directors, County Supervisors, Social Services Quality Task Force, Consultation & Support Unit   | Compile and disseminate a report of findings. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** A preliminary assessment of existing state and federally funded support services has been completed. Resources surveyed to date include services provided through or outsourced by (1) **DHR Division of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD)**, (2) **DHR-DFCS Office of Community Services Domestic Violence Program**, (3) **DHR-DFCS-FC First Placement Best Placement** and (4) **DHR-DFCS-FC Promoting Safe and Stable Families Program**. State funded mental health services are currently delivered through eight regional hospitals, 26 community service agencies and a network of private providers. Domestic Violence shelters funded by the state Office of Community Services includes 41 certified family violence programs, operated by private, non-profit organizations. They provide 24-hour crisis lines, legal and social service advocacy, children's programs, parenting support and education. 38 of these programs also offer emergency safe shelters. Community based child and family services funded by DHR-DFCS Promoting Safe and Stable Families Program includes 134 private, non-profit agencies across the state. Authorized by the Adoption and Safe Families Act of 1997, these agencies deliver a full continuum of child abuse prevention, early intervention, and family preservation, reunification and adoption promotion services. Services are currently available to families in 143 counties statewide. Service accessibility has been enhanced through delivery in a variety of community-based settings including, Family Resource Centers, Schools, Domestic Violence Shelters, Residential and Day

Substance Abuse Treatment Facilities, Hospitals, Therapeutic Treatment Facilities, CASAs, Colleges of Social Work, Church based organizations and community-based Family Visitation centers throughout the state.

In January 2002, Governor Roy Barnes convened 32 individuals representing public and private sectors to the Governor's Action Group for Safe Children to assess and develop a plan for safe placements for children in state custody. The assessment included the immediate availability of foster homes, medially fragile foster homes and therapeutic foster homes. The Action Group met from January through August 2002 to develop findings and recommendations.

**2<sup>nd</sup> Quarter Report:** Achievement. The number of agencies required to conduct a thorough assessment of all existing support resources requires the full input of several DHR Divisions and child and family advocacy agencies.

**2<sup>nd</sup> Quarter Federal Response:** **(THIS STATEMENT APPEARS TO BE A BARRIER TO ACHIEVEMENT)** Coordination with the office of Evaluation and Reporting and the Barton Law Clinic has been requested to facilitate the analysis and documentation of statewide service array, accessibility and geographic distribution.

**2<sup>nd</sup> Quarter Federal Response:** **HAVE YOU ACHIEVED THIS TASK?**

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** No, the task has not been achieved. Work is in progress.

**3<sup>rd</sup> Quarter Federal Response:** **3<sup>rd</sup>. Qtr progress?**

**4<sup>th</sup> Quarter Report:** The state expects to renegotiate this action step.

**BARRIERS TO ACHIEVEMENT:**



|                         |   |
|-------------------------|---|
| <b>Q2 ACTION STEPS:</b> | Collaborate with providers, stakeholders and consumers to address gaps in the service array and develop a continuum of services accessible statewide. |
|-------------------------|---|

| START DATE | COMPLETION DATE   | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS  |
|------------|---|---|--|
| Jan. 2003  | March 2003<br><b>3rd Quarter:</b><br>Requesting a date change to March 2004 to coincide with the work in Action Step 1.<br><b>3rd Quarter Federal Response:</b><br>Progress will be measured in the 4th. Qtr. | Sarah Brownlee, Betty Wrights, Amy Hale, David Hellwig, Ann Dennard Smith | Funding and resource allocation plan to address identified gaps in service array and geographic accessibility. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The Division hosted the FFY 2003 PSSF Bidders Conference to provide information and technical assistance to public and private non-profit entities and county departments interested in developing or enhancing community service resources for children and families. More than 200 agency representatives in attendance were provided information on the PSSF Program and funding process, federal and state funding objectives and desired outcomes for children and families served by the state of Georgia. Relevant information was shared on the CFSR process, findings and recommendations for program improvement, with particular emphasis on the current array of services and the development of supports and services in under resourced counties.

Targeted funding for the FFY 03 cycle has effectively increased the number, quality and array of services for children and families at-risk and children confirmed as maltreated. PSSF Services are now accessible in 91% of the state with service delivery in 143 counties statewide.

A report of the findings and recommendations born out of the Governor's Action Group for Safe Children was released in January 2003. The report identified corrective systemic options and practices and recommendations.

**2<sup>nd</sup> Quarter Report:** The Division hosted a series of four regional PSSF Training and Networking Sessions in March of 2003. More than 500 county department directors, supervisors, cps/placement staff and community based providers attended the regional sessions.

Information was provided on the PSSF Program, federal and state funding objectives and desired outcomes for children and families served by the state of Georgia. Relevant information was shared on the CFSR process, findings and recommendations for program improvement, with particular emphasis on the current array of services and the development of supports and services in under resourced counties.

The sessions provided an opportunity for staff and providers to assess on a regional level the current array of supports and services funded by the PSSF program, identify geographical gaps in service accessibility and begin resource development planning discussions to assure that a full continuum of services are accessible statewide.

Targeted PSSF funding for the FFY 03 cycle has effectively increased the number, quality and array of services for children and families at-risk and children confirmed as maltreated. PSSF Services are accessible in 91% of the state with service delivery in 143 out of 159 counties statewide.

**2<sup>nd</sup> Quarter Federal Response:** [HAVE YOU ACHIEVED THIS TASK? DUE DATE WAS MARCH 2003.](#)

[What can the State give us to show this has been achieved?](#)

**3<sup>rd</sup> Quarter Report/Georgia's Reply:** Work in process.

**3<sup>rd</sup> Quarter Federal Response:** [3<sup>rd</sup>. Qtr progress?](#)

**4<sup>th</sup> Quarter Report:** The Division hosted the FFY 2004 PSSF Bidders Conference in March 2003 to provide information and technical assistance to public and private non-profit entities and county DFCS interested in developing or enhancing community service resources for children and families. More than 200 agency representatives in attendance were provided information on the PSSF Program and funding process, federal and state funding objectives and desired outcomes for children and families served by the state of Georgia. Relevant information was shared on the CFSR process, findings and recommendations for program improvement, with particular emphasis on the current array of services and the development of supports and services in under resourced counties. Counties currently un-served by PSSF Network Providers include Walton, Morgan, Jones, Wilkinson, Crawford, Peach, Marion, Early, Miller, Baker, Turner, Coffee, Bacon, Tattnall and Evans counties.

**Funding and Resource Allocation to fill Gaps:** The Division received two hundred sixty (260) proposals for the FFY 2004 funding cycle, a 38% increase over proposals received FFY 2003. Targeted funding for the FFY 04 cycle has effectively increased the number, quality and array of services for children and families at-risk and children confirmed as maltreated. One hundred and seventy (170) community based agencies were awarded funding for the FFY 04 cycle. PSSF Services are now accessible in 95% of the state with service delivery in 145 counties statewide. Gaps in seven (7) of the counties identified as un-served by PSSF Network Providers have been filled. Services are now accessible in Wilkinson, Walton, Morgan, Putnam, Jones, and Peach counties.

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

PSSF Maps: Statewide Service Array and Accessibility

**BARRIERS TO ACHIEVEMENT:**

| <b>Q3 ACTION STEPS:</b> |   | Compile and post a comprehensive web-based directory of existing local and statewide service resources. Resource Directories will be made available to all front line case managers and supervisory staff. |  |
|-------------------------|---|--|--|
| START DATE              | COMPLETION DATE   | RESPONSIBLE PERSON(S)  | MEASURABLE BENCHMARKS  |
| June 2002               | Dec. 2002 and on-going<br><b>1st Quarter Federal Response: DELETE AND ONGOING</b> | Ann Dennard Smith, Andy Barclay, Normer Adams, United Way 211  | Monthly monitoring of web site to determine frequency usage. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2nd Quarter Reports: Achieved.** To increase staff knowledge of and access to existing service resources, the following resources are now available on the internet:

**GAHSC's Referral Central.net** currently posts an on-line resource directory of statewide providers of children's services, which includes, FP/BP Assessment Providers, Emergency Shelters, Family Preservation and Counseling Services, Psychiatric Hospitals, Therapeutic Treatment Facilities, Private Foster Care Agencies, Therapeutic Group Homes and Transitional Youth Services.

**PSSF 2003 Service Provider Resource Guide** a Comprehensive Regional Directory of community-based child and family service agencies funded under DHR-DFCS Promoting Safe and Stable Families Program (PSSF). Services include child abuse prevention, early intervention, family preservation, reunification services and adoption promotion and support services. The resource guide is accessible on line at [www.gahsc.org](http://www.gahsc.org) and [www.caresolutions.com](http://www.caresolutions.com)

The DHR Division of Mental Health, Developmental Disabilities and Addictive Diseases has produced a comprehensive listing of regional mental health resources delivered through eight state hospitals, 26 community service boards, boards of health and private

providers. The **Georgia Mental Health Online Sourcebook** and the **Substance Abuse Internet Referral Service** are available on the web.

Links to the current DHR Web Site, GAHSC Referral Central and IDS On-Line are under development.

**2<sup>nd</sup> Quarter Federal Response:** [ARE YOU MONITORING THE WEB SITE TO DETERMINE FREQUENCY USAGE-AS STATED IN MEASURABLE BENCHMARKS COLUMN?](#)

**3<sup>rd</sup> Quarter Report/Reply:** Each of the agencies above have a methodology for monitoring frequency of usage.

**3<sup>rd</sup> Quarter Federal Response:** 3<sup>rd</sup>. Qtr progress?

**4<sup>th</sup> Quarter Report:** The PSSF Regional Provider Resource Guide is now posted on the web at [www.pssfnet.com](http://www.pssfnet.com)

**BARRIERS TO ACHIEVEMENT:**

Cost associated with ongoing site maintenance and updates.

| <b>Q4 ACTION STEPS:</b> |  | Develop curriculum and deliver training to staff and providers to enhance capacity to assess underlying family needs that create safety concerns for children. |  |
|-------------------------|--|--|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Nov. 2002               | October 2003<br>Requesting a date extension to July 2004 to allow for several reporting quarters of qualitative review reporting and | Geraldine Jackson White, Evaluation and Reporting Section, Consultation and Support Section  | As a part of the Annual Qualitative Case Review, a representative sample of cases will be reviewed to determine if there is demonstrated improvement in case manager's ability to adequately assess underlying family needs as reflected in improved service coordination and outcomes for families. |



| START DATE | COMPLETION DATE  | RESPONSIBLE PERSON(S) | MEASURABLE BENCHMARKS |
|------------|--|-----------------------|-----------------------|
|            | implementation of the training curriculum.<br><b>3rd Quarter</b><br><b>Federal Response:</b><br>Progress will be measured in the 4th. Qtr. |                       |                       |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Response:** In May of 2002, the DHR Promoting Safe and Stable Families Program hosted the 5<sup>th</sup> Annual Safe Families Symposia. The fifth in a series of statewide training and technical assistance conferences, the Symposium provided an opportunity for 241 front line workers, supervisors and community based services providers to expand their practice skills in the areas of assessment driven, family centered practice. The Safe Families Symposium Series has been designed to enhance the practice, supervisory and management skills needed to improve the quality of community-based supports, services and outcomes for children and families. In direct response to **CFSR Systemic Factor -- Item 35 Service Array**, training offerings for the 2002 Symposium addressed the practice improvement recommendations of federal and state child welfare experts identified in Georgia's CFSR. **Improving Outcomes: Comprehensive Assessment and Individual Family Action Plans** was developed and delivered by the **Child Welfare Policy and Practice Group, Montgomery Alabama**. Designed to improve the practice skills of front line workers and direct service providers, the training offered an intensive overview of the interlocking steps necessary to assess and respond through service coordination, to the underlying family needs which create safety concerns for children. Topics covered included strengths-based assessment and solution focused interviewing techniques.

**2<sup>nd</sup> Quarter Response:** In May of 2003, the DHR Promoting Safe and Stable Families Program hosted the 6<sup>th</sup> Annual Safe Families Symposia. The sixth in a series of statewide training and technical assistance conferences, the Symposium provided an opportunity for 280 front line workers, supervisors and community based services providers to expand their practice skills in the areas of assessment driven, family centered practice. The Safe Families Symposium Series has been designed to improve the quality of community-based supports and services and outcomes for children and families.

In direct response to **CFSR Systemic Factor -- Item 35 Service Array**, training offerings for the 2003 Symposium addressed the assessment practice improvement recommendations of federal and state child welfare experts identified in Georgia's CFSR.

□ Workshop Offerings at the 2003 Symposium included:

**Substance Abuse and Family Functioning** developed and delivered by *OASIS Counseling Center*, was designed to explore behaviors, patterns and lifestyle habits typically seen in substance abusing families and presenting family issues. Additional workshop offerings included identification of the relational dynamics present in families affected by parental substance abuse, discussion of the disease concept of addiction, symptoms that make up the diagnosis of chemical dependency and the components of the alcohol and drug assessment.

**Mental Health Issues and Families in Crisis** delivered by Judy Plecko, Director of Family Support and Social Work at the *Marcus Institute of Emory University* trained participants on how to assess the major behavioral indicators of mental illness in a family system, specific mental/brain disorders and effective interventions for improving family resiliency;

**Dynamics of Domestic Violence**, delivered by Nancy Grigsby, Executive Director of the *Georgia Coalition Against Domestic Violence* focused on the child welfare implications of domestic violence, patterns of abuse and barriers to violence-free households, including victim and child socialization, effects of trauma and childhood abuse. The training provided valuable insight into working with families impacted by domestic violence from assessing the danger to coordinated intervention including, screening, risk assessment, child impact, safety and case planning and coordination of family resources.

**Red Flags and Rainbows**, delivered by *Dr. Wendy Hanevold*, licensed clinical psychologist focused on skill development in the areas of family dynamic observation, identification of underlying family issues and appropriate interventions.

**Adolescent Assessment** developed and delivered by Millicent Houston of *Georgia's Independent Living Program* enhanced understanding of the process for the evaluation of youth and the assessment tools used in the development of comprehensive case plan. Particular emphasis was placed in accurate identification of adolescent strengths and weaknesses in developing appropriate support and service plans.

**Mandated Reporting** delivered by Andy Kogerma, Training Manager for the *Georgia Academy for the Georgia Academy for Children and Youth Professionals* provided an extensive overview of the types of child abuse and neglect, the signs and symptoms of maltreatment and what family support service providers, as mandated reporters should do if abuse is suspected.

**2<sup>nd</sup> Quarter Federal Response:** [HAVE YOU ACHIEVED THIS TASK? IF NOT, WHAT IS LEFT TO DO AND WHEN WILL IT BE DONE?](#)

**3<sup>rd</sup> Quarter Report:** The goal is not achieved. Requesting a change in completion date to allow for reporting of the qualitative case reviews and implementation of the new training curriculum. The qualitative case reviews are scheduled to begin in October 2003 and the first report to state and federal partners is scheduled for January 2004 and each quarter thereafter.

**3<sup>rd</sup> Quarter Federal Response:** [3<sup>rd</sup>. Qtr progress?](#)

**4<sup>th</sup> Quarter Report:** Evaluation and Reporting Section: The Qualitative Case Review Instrument has been developed. The E&R social services reviewers began using the instrument in October 2003. The priority is to pull placement cases and review the life of the case, including the CPS record. E&R will interview case specific people and work closely with the Consultation & Support Unit as they are completing the stakeholder interviews. All information will be entered into a database. Evaluation and Reporting expects to complete 20-25 Quality Case Reviews by the end of this year. The goal for 2004 is to review approximately 135 QCR and in 2005, to review approximately 150 QCR's. Total of approximately 285 for a 2 year (2004-2005) cycle. These numbers are assuming staff will not be pulled off the schedule for any special type reviews.

**Professional Development:** Late July 2003 the contractor delivered a draft of a partially completed competency based core curriculum for child welfare professionals. Since the contract has ended, state office staff have: (1) analyzed the draft curriculum; (2) identified missing competencies and state specific policies and procedures; (3) refined subordinate skills; and (4) finalized a work plan to complete the curriculum. Additional training material is being developed to address safety and risk assessment as well as underlying family needs that create safety concerns. January 31, 2004 is the target date for final revisions and pilot.

**4<sup>th</sup> Quarter Federal Response:** What is the status of staff training? It appears that completion of this action step is also contingent upon the completion of the QCR

**BARRIERS TO ACHIEVEMENT:**

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**Work Plan Detail R - Item 42, The standards are applied to all licensed or approved foster family homes or childcare institutions receiving title IV-E or IV-B funds.**

| <b>R1 ACTION STEPS:</b> |                        | <p><b>Explore the development of uniform licensing standards for all public and private family foster homes and child-caring institutions by establishing a committee to complete the following:</b><br/>         Analyze commonalties and differences in DFCS and DHR office of Regulatory Services (ORS) standards/policy for licensure or approval of family foster homes and child-caring institutions.<br/>         Identify what agency policy and legislative requirements need to be revised and implemented to establish uniformity.<br/>         Identify the impact of uniform licensing requirements on staffing and other fiscal factors.<br/>         Make recommendations based on information gathered in steps A-C above.</p> |   |
|-------------------------|------------------------|--|---|
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| Dec. 2002               | April 2004             | DFCS, ORS, Field Directors, Georgia Association of Homes and Services for Children (GAHSC);, Stakeholders, Legislation Team  | <p>Conduct a series of workgroups to begin reviewing and assessing DFCS and ORS policies and procedures for foster family homes between 12-2002 and 12-2003.<br/>         Complete written report issued detailing commonalties and differences in DFCS and ORS policies/standards; recommendations for revisions and fiscal implications indicated.<br/>         Evaluation: A report documenting DFCS proposed changes and recommendations for the establishment of uniform foster family licensing standards, including legislative and fiscal impact.</p> |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** 1. Two meeting of core workgroups held to review and discuss steps to be taken in implementing the PIP. 2. A proposal is presently being developed to outsource the task of reviewing and completing a comparative analysis of commonalties and differences in DFCS (public) and Office of Regulatory Services (ORS) (private) standards for licensure or approval of family foster homes and child caring institutions. **Method for measuring achievement:** Written proposal completed and submitted for approval by 12-30-02 and proposal approved by 1-31-03. **Actions to be taken next quarter:** Submit proposal for approval; select contractor;

completion of the comparative analysis of DFCS and ORS standards/policy for licensure of foster homes by contractor; and submission of written report. Follow-up meeting coordinated by contractor to review comparative analysis & make recommendations for change re: outcomes of comparative analysis of uniform licensing standards.

**2<sup>nd</sup> Quarter Report:** Meeting held with GAHSC, ORS, and DFCS. Decision made to research states (Winifred Abdullah) that have transitioned from dual to uniform licensing standards for foster-adoptive homes to obtain feedback on what the process involves. A written Request for Proposal to outsource the completion of a comparative analysis of DFCS and ORS licensing standards completed and approved by social services. Method of measuring achievement: A report of research findings completed and presented to PIP committee. Proposal selected for implementation of the comparative analysis.

**3<sup>rd</sup> Quarter Report:** 1. Nine states were contacted regarding licensure standards (for public and private agencies). All nine indicated the use of uniform licensing standards for all family foster homes (public and privately operated). None was aware of having used separate standards. 2. The agency's IV-E Foster Home Standards Committee agreed to adopt ORS' (private agency standards) Minimum Standards for Family Foster Homes to guide DFCS's approval of family foster homes. A draft of these standards is being reviewed by the state's Quality Task Force after which it will be reviewed by the Director's Management Team for consensus. 3. Due to funding constraints in outsourcing the completion of the comparative analysis of DFCS and ORS standards, this strategy was abandoned and a member of the PIP Group completed a basic comparison of the two standards. See Attachments entitled *Minimum Standards for Family Foster Homes (DRAFT)* and *A comparison of DFCS and ORS Minimum Standards for Family Foster Home Approval*.

**4<sup>th</sup> Quarter Report:** The draft of the Minimum Standards for Family Foster Homes was presented to the Management Team for feedback and approval on September 9<sup>th</sup>. Revisions in content suggested in order to alleviate any confusion in implementation of standards by local county agencies. Revisions due by October 31, 2003.

**4<sup>th</sup> Quarter Federal Response:** [What is the status of the State making recommendations on exploring the development of uniform licensing standards? Recommendations based on information gathered in this action step appear to be pending \(Completion date is April 2004\).](#)

#### **BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> Quarter Report:** A. Funding of contract services.

**1<sup>st</sup> Quarter Federal Response:** WILL IT AFFECT THE ACCOMPLISHMENT OF YOUR ACTION STEPS? IF YES, HOW DO YOU INTEND TO ACHIEVE YOUR GOAL

**2<sup>nd</sup> Quarter Report:** A. Inability to obtain quantitative and qualitative feedback from states that have transitioned from dual to uniform licensure.

**2<sup>nd</sup> Quarter Federal Response:** HOW DO YOU INTEND TO OVERCOME THIS BARRIER?

**3<sup>rd</sup> Quarter Georgia Reply:** All of the states that were contacted stated that uniform standards for licensing foster homes has always existed in their state. This will not deter the state's progress in moving toward uniform standards for licensing all family foster homes in Georgia.

| <b>R2 ACTION STEPS:</b> |                        | <b>Review and revise as necessary DFCS policy regarding the local county departments' waiver of minimum standard requirements for foster homes.</b><br>Develop workgroup to identify and resolve problem area.<br>Revise and implement necessary policy changes. |  |
|-------------------------|------------------------|--|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Oct. 2002               | April 2004             | DFCS, Field Directors; Stakeholders, Social Services Quality Task Force  | Review present policy regarding the granting of waivers to determine compliance with ASFA (Final Rule) by 10/2002<br>Revision and implementation of policy limiting the granting of waivers of the minimum standards waivers by DFCS county departments by 7/2003.<br>Evaluation: The Social Services (Foster Care) Manual is updated to reflect any new agency directives regarding the granting of waivers by 7/2003 |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** 1. Core workgroup met to discuss implications of this Action Step and agreed that this item would be addressed as part of the overall review for uniform licensing standards.

**2<sup>nd</sup> Quarter Report:** 1. This item was addressed during the quarter. It was determined by the group that both ORS and DFCS grant waivers for required foster home standards. Both require that the home, however, meet the intended purpose of the rule or policy

through the implementation of equivalent procedures. The primary difference here is in the level at which waivers are granted. Only ORS grants waivers and DFCS County Directors are able to grant most waivers. The difference in the process of granting waivers lies in the overall structure and function of the two agencies (DFCS & ORS): DFCS agency directors are given greater autonomy in approving homes, but this authority is guided by state policies and procedures. It was the consensus of the group that this Action Step, in and of itself, is not relevant; however, this discrepancy in procedures would be resolved with establishment of uniform licensing standards. Method for measuring achievement: DFCS and ORS policies governing waivers reviewed and discussed, with any discrepancies or possible resolution noted.

**3<sup>rd</sup> Quarter Report: Achieved.**

**4<sup>th</sup> Quarter Federal Response:** [Has the State revised and implement policy changes? ACF has a concern regarding waiver of minimum standard requirements of Foster Home. It appears the evaluation piece of this item is not complete \(Completion date is April 2004\).](#)

**BARRIERS TO ACHIEVEMENT:**

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**Work Plan Detail S - Item 44, State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the State for whom foster and adoptive homes are needed.**

*Goal: Expand placement resource options.*

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>S1 ACTION STEPS:</b> |                        | A. Explore the feasibility of funding staffing strategies that incorporate the development of Regional Resource Development teams for the recruitment, preparation and approval, retention, re-evaluation, supervision and support of foster, adoptive and foster/adopt homes within the region. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| Jan. 2003               | April 2004             | DHR Budget Office, DFCS Director, DFCS SS Director, Foster Care Unit, Office of Adoption, Placement Res. Dev. Unit   | Meeting held with the Office of Planning and Budget to discuss the funding of positions for Regional Resource Development teams to meet family resource needs. Evaluation: A decision is rendered by the Office of Planning and Budget regarding the funding of regional positions by April 2004. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: 1).** A proposal was previously developed by members of the work group addressing the funding of Regional Resource Development consultant positions to better monitor, improve the quality and increase the overall number of family foster homes throughout the state. The proposal is currently being updated to address more current needs and will be resubmitted to the office of Planning and Budget for subsequent review by January 31, 2003. Method for measuring achievement: Proposal completed, reviewed and amended by work group as needed; comparisons of number of homes developed and children needing placement at different intervals. Present statistics as follows: Total foster homes end of SFY 01 =3,411; Total foster homes developed SFY 01 =982; Total homes closed SFY 01 =998; Children placed in family foster homes SFY 01 =10,990; Children served in foster care SFY 01 =20,745. **Actions to be taken next quarter:** Submission of proposal to the Office of Planning and Budget and meeting with OPB to review and discuss.

**1<sup>st</sup> Quarter Federal Response:** (MOVE UNDERLINED TEXT TO NEXT QUARTER)



**2<sup>nd</sup> Quarter Report:** 1. The Division administrators have indicated that the state's present fiscal situation does not support the approval of additional staff positions at this time. In lieu of the proposed funding of Regional Resource Development positions, a Comprehensive Resource Development Plan, developed at the request of the Division Director, proposes a broadening of job duties of staff from another program area (Community Resource Specialist in Economic Support) to include the public relations and community outreach aspects of Resource Development staff. **Method of measuring achievement:** Comprehensive Resource Development Plan completed.

**3<sup>rd</sup> Quarter Report: Achieved.** In lieu of Regional Resource Development staff, the Community Resource Specialists have assumed the public relations and community outreach aspects of Resource Development (recruitment). See attached draft of Comprehensive Resource Development Plan.

**4<sup>th</sup> Quarter Update:** Revision of Comprehensive Resource Development Plan completed and submitted for final approval.

**BARRIERS TO ACHIEVEMENT:**

**2<sup>nd</sup> Quarter Report:** The inability of CRS staff to successfully assume additional duties and responsibilities.

**2<sup>nd</sup> Quarter Federal Response:** [HOW DO YOU INTEND TO OVERCOME THIS BARRIER?](#)

**3<sup>rd</sup> Quarter Report/Reply:** This statement represented a possible barrier, not a barrier in actuality. As with DFCS procedures in general, duties may be reassigned to effect their completion. **Goal Achieved.**

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>S2 ACTION STEPS:</b> |                        | B. Make funding available for private child-caring agencies to recruit, develop and provide on-going supervision and retention services to foster and foster/adopt homes, in a manner similar to services provided an existing contract between the Office of Adoptions and private child-caring agencies. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Oct. 2002               | Oct. 2002              | DHR Budget Office, DFCS Director, DFCS Social Services Section Director, Foster Care Unit, Placement Resource Development Unit, Linda Ladd   | Funding appropriated to contract with private agencies to recruit and develop foster and foster/adopt homes. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Reports:** 1) A contract with private child-placing agencies for the recruitment, and development of foster and adoptive homes ended on June 30, 2002. Approximately 109 foster homes were developed under this contract. 2) Funding allocated (\$500,000 in Oct. 2002) for DFCS county agencies to contract with private entities for the preparation and development of foster homes. **Method for measuring achievement:** 1. Comparison of number of homes developed during contract periods with the number approved during two previous years. Total foster homes developed SFY 00 =807; total foster homes developed SFY01 =982; (data not available for 2002). **Actions to be taken next quarter:** Compare number of homes developed over past three quarters.

**1<sup>st</sup> Quarter Federal Response:** MOVE UNDERLINED TO NEXT QUARTER.

**2<sup>nd</sup> Quarter Federal Response:** THIS WAS DUE OCTOBER 2002. HAS IT BEEN ACHIEVED YET? What can the State give us to show this has been achieved?

**3<sup>rd</sup> Quarter Report/Reply:** Achieved. An additional \$800,000.00 was allocated for Foster Care Recruitment during the 2003 legislative session.

**BARRIERS TO ACHIEVEMENT:**

| <b>S3 ACTION STEPS:</b> |                 | C. Increase per diem payments to private agencies that provide family foster care for DFCS.   |   |
|-------------------------|-----------------|---|---|
| START DATE              | COMPLETION DATE | RESPONSIBLE PERSON(S)   | MEASURABLE BENCHMARKS   |
| Oct. 2002               | Sept. 2003      | Juanita Blount-Clark, GAHSC (members and non-members), Foster Care Unit, DHR Budget Office, DFCS Social Services Section Director, Treatment Unit | Payments to private family foster care providers increased to \$33.30 per day. Effect re-negotiation with private agencies to increase daily rates by 9/2003. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Reports:** 1) Achieved: Regular foster care per diem payments increased to \$33.30 per day for private providers in Oct. 2001. Negotiations in effect to increase per diem to private providers for the emergency 30 day placement of children.

**2<sup>nd</sup> Quarter Federal Response: HAS IT BEEN ACHIEVED?**

**3<sup>rd</sup> Report/Reply: Achieved:** Increased per diem for private agency foster homes to \$33.30 achieved. To be re-negotiated in the fall based on the new leveling system to be developed for all foster homes.

**BARRIERS TO ACHIEVEMENT:**

| <b>S4 ACTION STEPS:</b> |                        | D. Explore the funding available for the development of a Foster Care Recruitment position, to operate in conjunction with the Office of Adoptions Recruitment Manager in providing leadership to Resource Development teams and private child-caring agencies in recruiting a continuum of placement resources (including foster, foster/adopt, adoptive and emergency placement homes) that reflect the specialized and individual needs (medical, therapeutic, teens, siblings, etc.) as well as the ethnic and racial diversity of children needing placement |  |
|-------------------------|------------------------|---|--|
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Jan. 2003               | April 2004             | DHR Budget Office, DFCS Director, DFCS SS Section Dir., Juanita Blount-Clark, GAHSC (members and non-members), DHR Planning and Budget Office, Budget Office, DFCS Social Services Section Director, Foster Care Unit, Placement Resources Development Unit, Linda Ladd   | Meeting held with the Office of Planning and Budget to request the funding for a Foster Care Recruiter position at the Division (State) level to work in conjunction with the Office of Adoption in providing leadership to county RD staff and private agencies in the recruitment and retention of foster and adoptive homes.<br>Evaluation; Decision rendered by the Office of Planning and Budget regarding the allocation of a Division Foster Care Recruitment position on the Division level. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> and 2<sup>nd</sup> Quarter Reports: Achieved.** Foster Care Recruitment Consultant position established through restructuring of Placement Resource Development Unit on December 1, 2002.

**2<sup>nd</sup> Quarter Federal Response:** HAS IT BEEN ACHIEVED

**3<sup>RD</sup> Quarter Report/Reply Achieved:** Foster Care Recruitment Consultant position established through restructuring of Placement Resource Development Unit on December 1, 2002. Ms. Ife Walker is the Foster Care Recruitment Consultant.

**4<sup>th</sup> Quarter Federal Response:** S4 was initially achieved but due to the resignation of a staff person and lack of the State's ability to re-fill the position, it is no longer achieved. What is the State's contingency plan to fulfill action step?

**BARRIERS TO ACHIEVEMENT:**

**4<sup>th</sup> Quarter Report:** No longer achieved. Recruitment Consultant resigned effective August 15, 2003 and DFCS unable to fill positions due to state budget cutbacks. The loss of this staff person will be offset by having existing staff and supervisor share in the Recruitment Consultant's duties until the state's budget can accommodate the hiring of additional staff.

|                         |                        |  |  |
|-------------------------|------------------------|--|--|
| <b>S5 ACTION STEPS:</b> |                        | E. Develop a database of resources to be used in supporting families in the maintenance of foster, foster/adopt and adoptive placements across county lines. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>   |
| Dec. 2002               | July 2003              | GAHSC and non-members, State DFCS, Office of Adoption, DFCS County Depts.  | Resource Directories developed and made available for use by DFCS and private agency Case Managers to support foster, foster/adopt and adoptive placements.<br>Evaluation: Database of resources developed in partnership with GAHSC and made accessible to state and private agencies and foster parents by 6/2003. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Partially Achieved.** The Georgia Association of Homes and Services for Children (GAHSC) has initiated the development of a database of 'placement resources' through their Referral Central link on the GAHSC website. This resource is being expanded to include direct services that may be accessed by agencies on behalf of children and families of interest. This resource was previously used by private agencies. GAHSC has composed an email to all DFCS county agencies apprising them of the availability of this resource and means of accessing. DFCS will follow through with a memorandum to all County and Field Directors apprising them of the availability of this internet resource and suggestions for in-house accessibility. The GAHSC web address is as follows: [www.gahsc.org/data/resourcepage.html](http://www.gahsc.org/data/resourcepage.html)

**Method for measuring achievement:** Availability and accessibility of placement resources by both public and private agencies.

**Actions to be taken next quarter:** Continue expansion of database of placement and service resources with GAHSC and the State Office of Adoptions.

**1<sup>st</sup> Quarter Federal Response:** MOVE UNDERLINED TO ACTION STEP.

**2<sup>nd</sup> Quarter Report:** The expansion of the Referral Central database is on-going. GAHS has apprised county DFCS agencies of the availability of the database in identifying resources for direct services and placement needs for children and families. County Case Managers may also suggest additional resources for inclusion in the database. **Methods for measuring achievement:** increased accessibility of resources for direct services and placement needs by both public and private agencies.

**2<sup>nd</sup> Quarter Federal Response:** THESE ACTION STEPS ARE DUE SOON. IS THE STATE ON TARGET? HOW WILL WE KNOW IT HAS BEEN ACHIEVED?

**3<sup>rd</sup> Quarter Report/Reply:** Achieved. Information regarding Referral Central database has been made available to counties via the IDS online system and e-mail announcements to county agencies. County staff have been assigned personal computers or have access to computers within the county agency for accessing the Referral Central website. Georgia Association of Homes for Children's Referral Central database may be accessed at <http://www.gahsc.org/data/resourcepage.html> . See Attachment regarding GAHSC's Referral Central.

#### **BARRIERS TO ACHIEVEMENT:**

**1<sup>st</sup> Quarter Report:** Ability of DFCS county agencies to gain access as needed. Timely updating of database.

**2<sup>nd</sup> Quarter Federal Response:** HOW DID YOU INTEND TO OVERCOME THIS BARRIER?

**Georgia's Reply 3<sup>rd</sup> Quarter:** Action Step Achieved.

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>S6 ACTION STEPS:</b> |                        | F. Develop a protocol with privately operated shelters and child-caring agencies for the implementation of MOUs with county DFCS offices to increase the pool of emergency placement resources for children entering care and to address the broad range of placement needs, which include teen, sibling, therapeutic, and medically fragile care. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| July 2003               | June 2004              | GAHSC & non members, ORS, State Treatment & Foster Care Units, PRD Unit, DFCS County Depts.  | Meetings with DFCS and private agencies to discuss development of protocol for the placement of children: 7/2003 -- 12/2003.<br>Evaluation: Protocol developed for private agencies and shelters to implement MOU's with county DFACS agencies developed by 2/2004. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** A meeting is being scheduled with GAHSC and non-members, and DFCS Foster Care, Placement Resources, and Treatment Units and DFCS County Depts. To initiate discussion around development of protocol by 1-31-03. **Methods for measuring achievements:** Initial meeting held and discussions around protocols for effecting MOU's for emergency placements of children with private agency resources initiated. **Actions to be taken next quarter:** Series of meetings with the above groups held to continue development of protocol for implementation of MOU's. **1st Quarter Federal Response:** [\(MOVE UNDERLINED TO APPROPRIATE QUARTER\)](#)

**3<sup>rd</sup> Quarter Report:** Partially Complete. A protocol for the establishment of MOU's for emergency and regular placements with private agencies is established for the state's two largest counties. This will be used as a basis for the development of a statewide protocol for implementing MOU's with private agencies in the placement of children. See Attached MOU for Independent contractors or for Purchase of Service.

**4<sup>th</sup> Quarter Report:** Committee discussed issues needing to be considered for both DFCS and private agencies in establishing an MOU protocol. Committee members will review the current MOU used by Fulton and DeKalb counties and e-mail suggestions/concerns to chairperson regarding possible revision for statewide implementation.

**DOCUMENTATION PROVIDED 4<sup>TH</sup> Quarter:**

See MOU Protocol.

**BARRIERS TO ACHIEVEMENT:**

*Goal: Improve the Retention rate among foster families.*

|                         |                        |   |  |
|-------------------------|------------------------|---|--|
| <b>S7 ACTION STEPS:</b> |                        | A. Evaluate the current foster parent preparation model (GPS:MAPP) for its effectiveness in the preparation and retention of foster, adoptive and foster/adopt parents. |  |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>   |
| Dec. 2002               | March 2003             | DFCS. Office of Adoption  | Instrument developed and implemented in the evaluation/assessment of the effectiveness of GPS:MAPP in preparing and retaining foster parents. Additional preparation and training components developed as needed.<br>Evaluation: Report of evaluation and assessment outcomes developed and recommendations made regarding the effectiveness of the current foster parent preparation model (GPSD:MAPP). |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** A comparative assessment of the three leading national foster /adoptive family preparation curricula has been completed. PATH, Father Flanagan's Boy's Home (Rebuilding Children's Lives), PRIDE, and Lutheran's PPPFP. **Method for measuring achievement:** Written report of comparative assessment completed. **Actions to be taken next quarter:** Review and discuss curricula assessment outcomes and make recommendations as needed.

**1st Quarter Federal Response:** [\(MOVE TO APPROPRIATE QUARTER\)](#)

**2<sup>nd</sup> Quarter Report:** Discussion of foster/adopt preparation curricula completed. It was unanimously agreed that GPS:MAPP is more in line with goals and philosophy of the state's foster care program. In addition, it would be fiscally prohibitive to train staff in the use of another curriculum at the present time. **Method of measuring achievement:** Review and discussion of curricula assessments completed.

**2<sup>nd</sup> Quarter Federal Response:** THIS WAS DUE IN MARCH. WAS IT ACHIEVED?

**3<sup>rd</sup> Quarter Report/Reply:** Achieved. See Review of GPS:MAPP and other training curricular (PATH, PRIDE, etc) Additional review of GPS:MAPP and other training approaches for foster and adoptive family preparation currently being implemented by a committee consisting of foster parents, state and county staff to determine which training model will be used at the end of the contract period for present GPS:MAPP trainers of trainers, which is September 2004.

**4<sup>th</sup> Quarter Federal Response:** The action step was due in March 2003. The goal is to evaluate the current foster parent preparation model (GPS: MAPP) for it's effectiveness in the preparation and retention of foster/adopt parents. How will the State measure this?

**BARRIERS TO ACHIEVEMENT:**

|                         |                        |  |   |
|-------------------------|------------------------|--|---|
| <b>S8 ACTION STEPS:</b> |                        | <b>B. Assure foster parent participation in annual, competency-based in-service training.</b><br>Evaluation: County or statewide system developed to track the status of required annual foster parent training by 4/2004. |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>   | <b>MEASURABLE BENCHMARKS</b>  |
| Dec. 2002               | April 2004             | E & R, State and County DFCS, State and County DFCS, Foster Care Unit  | Tracking and tickler system developed to track status of foster parent training by providing quarterly reports to counties of training hours completed. Increased opportunities for continued parent development provided on both the state and the local levels. |



|  |  |  |  |
|--|--|--|--|
|  |  |  | Evaluation: Additional in service training opportunities developed for foster parents. |
|--|--|--|--|

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** The State has contracted with a private provider who is piloting a system for tracking in-service training hours in one of the county DFCS areas. **Method for measuring achievement:** Continued implementation of pilot program for tracing in-service training hours for foster parents. **Actions to be taken next quarter:** Assess progress of pilot program and make adjustments as needed. Expand the training tracking system statewide to include setting up procedures for data input, developing database of information that is accessible to county/state agencies, developing procedures for tracking training hours (who, how, what, etc.). Continue funding for in-service training. Expand training opportunities for foster parents, i.e. Horizon Institutes and state supported regional training.

**1<sup>st</sup> Quarter Federal Response:** (MOVE UNDERLINED TO APPROPRIATE QUARTER)

**2<sup>nd</sup> Quarter Report:** The pilot program to track foster parent in-service training (Foster Parent Credentialing System) has met with great success. Adjustments have been as necessary. There are plans to expand this program to yet another county, but statewide expansion is not fiscally feasible at the present time. State sponsored in-service training (Continued Parent Development Institutes) has been funded for the upcoming fiscal year. We are further exploring foster parents' participation in the Horizon Institutes, sponsored by the office of adoptions, as an additional resource. **Method for measuring achievement:** Continued successful implementation and expansion of pilot program.

**3<sup>rd</sup> Quarter Report:** Achieved. The pilot program to track foster parent in-service training continues in pilot counties with excellent results. Although an electronic system is being piloted, The remaining counties continue to provide in-house tracking of foster parent training. Continued Parent Development Institutes have been scheduled for this year. The Horizon Institutes, sponsored by the Office of Adoption serves as an additional training resource. Individual counties or regions also provide in-service training for foster parents. See attached information packet on Foster Parent Training Registry- Pilot program for Region 6. See also announcement for the Annual Foster parent support and Staff Development Institutes.

**BARRIERS TO ACHIEVEMENT:**

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|                         |                        |   |   |
|-------------------------|------------------------|---|---|
| <b>S9 ACTION STEPS:</b> |                        | C. Enhance county's capacity to retain foster parents by strengthening team/ partnership strategies between county departments and foster parents |   |
| <b>START DATE</b>       | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Dec. 2002               | July 2003              | State and County DFCS, State Foster Care, Placement Resource Development Unit, GAHSC  | State and local guidelines for the support and retention of foster and adoptive parents are developed.<br><b>2nd Quarter Federal Response: (THE ABOVE SENTENCE DOES NOT APPEAR TO BE MEASURABLE BENCHMARKS)</b><br><b>Georgia's Reply 3rd Quarter:</b> Completed guidelines required for exit interviews with foster parents developed for use by counties.<br>Evaluation: Guidelines to enhance the retention of foster parents developed and sent out to county agencies by 6/2003.<br>Evaluation: Guidelines for completing exit interviews for foster parents developed and sent out by 6/2003. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report:** Implementation of a statewide foster parent support poster campaign. Basic guidelines developed addressing foster parent retention/support workshops provided at the annual Resource Development and Placement Conference. **Method for measuring achievement:** Posters are completed and produced. **Actions to be taken next quarter:** Letter completed and endorsed by State Directors, Commissioner, Governor in support of campaign, mailed to all County and Field Directors for implementation. Posters disseminated to counties and displayed in areas of high visibility throughout the agency and community. Update and expand upon retention guidelines and submit to counties for implementation. Develop more specific guidelines for implementing foster parent exit interviews. Make recommendations for inclusion of issue in annual staff/administrative training workshops, etc.

**1<sup>st</sup> Quarter Federal Response:** (MOVE UNDERLINED TO APPROPRIATE QUARTER)

**2<sup>nd</sup> Quarter Report:** Implementation of a statewide foster parent support poster campaign. Basic guidelines developed addressing foster parent retention/support. Foster Parent retention workshops provided at the annual Resource Development and Placement Conferences. **Method for measuring achievement:** Posters are completed and produced. Basic guidelines addressing foster parent retention and support developed.

**3<sup>rd</sup> Quarter Report: Achieved.** Implementation of a statewide foster parent support poster campaign. Draft of desk reference developed to guide staff in everyday foster parent retention/support activities. Workshops that support foster parent retention/support scheduled for the August '03 Advanced Skills Institute. See attached poster samples and cover letter to counties. See Draft for desk reference containing retention and support activities for foster homes. Retention is an on-going process and involves a variety of new and innovative activities and strategies to maintain the level of retention required.

**4<sup>th</sup> Quarter Federal Response:** Action step completion date was July 2003. There is no indication that progress on this action step has enhanced county's capacity to retain foster parents by strengthening team/partnership strategies between county departments and foster parents. However the state has made significant progress by implementing statewide foster parent support poster campaign.

**BARRIERS TO ACHIEVEMENT:**

|                          |                          |   |   |
|--------------------------|--------------------------|---|---|
| <b>S10 ACTION STEPS:</b> |                          | Provide supportive wrap-around services for crisis intervention to prevent placement disruptions. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b>   | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| Effected                 | Oct. 2001<br>(Completed) | Foster Care Unit, County Supervisors, Case managers   | Guidelines established and implemented for counties in the provision of wrap-around services for foster, foster/adopt and adoptive placements to prevent placement disruptions. |

**ACCOMPLISHMENTS:**

**1<sup>st</sup> Quarter Report: Achieved 10-2001:** Guidelines for Wrap Around Services for foster, foster/adopt families established and implemented in counties. Over 2,500 DFCS staff, First Placement/Best Placement private providers and foster parents received training on Wrap Around services for crisis intervention. A database of placement and services resources has been established and is being expanded upon by GAHSC for county use. **Methods for measuring achievement:** Decreased child placement moves. Actual utilization of allocated funds for services. Decreased in the number of homes closed due to insufficient support services. **Actions to be taken next quarter:** Ensure county awareness and utilization of expanded resources through the expansion of the GAHSC database. Policy and FP/BP provider information added to the DHR/DFCS web page to allow for greater access by staff and foster parents.

**1<sup>st</sup> Quarter Federal Response:** (MOVE THE UNDERLINED TO APPROPRIATE QUARTER)

**2<sup>nd</sup> Quarter Report:** Reported Partially Achieved in error.

**3<sup>rd</sup> Quarter Report: Achieved.** First Placement/Best Placement Wrap-Around services, completed 10-2001, will continue to be available to maintain the stability of placements. GAHSC continues to update the Referral Central database as new vendors/providers become available. <http://www.gahsc.org/data/resourcepage.html>. An additional step for RC will be that of online application (for placements) capability by Case Managers.

**BARRIERS TO ACHIEVEMENT:**

|                          |                        |   |   |
|--------------------------|------------------------|---|---|
| <b>S11 ACTION STEPS:</b> |                        | <b>4<sup>th</sup> Quarter New Action Step.</b><br>A. Develop a mechanism to ensure the development of Annual and Quarterly Recruitment Planning and implementation by counties. |   |
| <b>START DATE</b>        | <b>COMPLETION DATE</b> | <b>RESPONSIBLE PERSON(S)</b>  | <b>MEASURABLE BENCHMARKS</b>  |
| October 2003             | December 2003          | DFCS. Office of Adoption  | Development of an online tracking and reporting system for statewide foster and adoptive recruitment planning and activities for foster and adoptive families.<br>Evaluation: Online foster and adoptive system implemented statewide |

**ACCOMPLISHMENTS:**

**4<sup>th</sup> Quarter Report:** An expansion of existing manual data collection process for foster/adoptive recruitment planning and implementation to online application. Training of staff on data entry and submission of data for more efficient reporting and enhanced ability for state review, assessment and follow through.

**BARRIERS TO ACHIEVEMENT:**

