

Period 28
Monitoring Report

of

The Accountability Agent and Monitoring and Technical Assistance Team

In the Case of

Kenny A. v. Kemp

State of Georgia

June 29, 2020

**ACCOUNTABILITY AGENT AND
MONITORING AND TECHNICAL ASSISTANCE TEAM**

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I. INTRODUCTION

This Period 28 report is the fifth monitoring report in which the Accountability Agent and the Monitoring and Technical Assistance Team (MTAT) report on the new outcomes delineated in the Modified Consent Decree and Exit Plan (Modified Exit Plan) that was filed in Federal District Court in December 2016.¹ In addition to this monitoring report, MTAT issued its Second Brief on the Infrastructure Standards in February 2020² and will issue its Third Brief on the Infrastructure Standards in the fall of 2020, in accordance with the Stipulated Order Amending the Modified Consent Decree and Exit Plan (Stipulated Order) filed with the Federal District Court in December 2017.

In this report, the MTAT's obligation is to report specifically on the measurable requirements articulated in Sections IV, V, and VI of the Modified Exit Plan that relate to activity in Metropolitan Atlanta from July 1 through December 31, 2019. In this report, in addition to discussing the Ongoing and Attained Outcomes Measures, MTAT also continues reviewing the use of congregate care, monitoring the use of hotels and other temporary placements for children in foster care, and reporting caseloads for case managers and supervisors. The next two sections of this report provide that information.

The MTAT approach to monitoring serves not only as an accountability mechanism for the Court, the Plaintiffs, and the public, but also as an opportunity to assist DFCS to establish a culture of data-driven decision-making and continuous quality improvement (CQI). The goal is to establish a strong CQI process that will remain in place after the state satisfies the terms of the Modified Exit Plan and is no longer under federal court oversight.

The MTAT consistently reports on the same Modified Exit Plan standards and outcome measures approximately every six months using a combination of qualitative and quantitative data.³ In addition to this basic and consistent set of metrics to track progress over time as agreed upon in the Modified Exit Plan, the MTAT conducts a deep, quality-focused analysis on a handful of Infrastructure Standards at regular intervals. Data gathering for these can include;

¹ Modified Consent Decree and Exit Plan, *Kenny A. v. Nathan Deal*, Civil Action NO. 1:02-CV-1686-TWT. Go to: <https://www.childrensrights.org/wp-content/uploads/2014/08/2016.11.09-745-Exhibit-A-Modified-Consent-Decree-and-Exit-Plan.pdf>

² First Brief on the Infrastructure Standards. Go to: <https://www.childrensrights.org/wp-content/uploads/2019/12/First-Brief-on-the-Infrastructure-Standards.pdf>

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

interviews with stakeholders, focus groups; surveys, observations of processes, targeted case reviews, and reviews of Child and Family Service Reviews (CFSRs) findings.

The intention is to enable Parties to better understand several key factors associated with each of the Infrastructure Standards: 1) the expectations for practice and the extent to which these processes are occurring; 2) the capacity within the system to meet these expectations; and 3) the extent to which these processes are occurring with sufficient consistency and quality. Moreover, this enables the MTAT to focus on emerging issues to mitigate a reactive approach to monitoring. Here is summary of each brief.

The first brief on the Infrastructure Standards was focused on the comprehensive practice model (Section I), investigations of possible maltreatment in care (Section II), and the case planning process (Section III). This brief was finalized in March 2019.

The second brief on the Infrastructure Standards was focused on the comprehensive practice model (Section I), robust workforce development (Section VIII), quality placement and caregiving (Section IV), and health and education (Section V). This brief was finalized in February 2020.

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

Leadership Changes

Since the last monitoring report, leadership has remained stable with relatively few changes. Mr. Lamar Smith previously appointed as the interim DeKalb County Director, has agreed to serve in the role and has been appointed as the DeKalb County Director. From Fulton County, the Deputy Director DeDe McIntyre was appointed to serve as the Douglas County Director. Currently, the Deputy Director position in Fulton County is vacant, but the county will be recruiting and filling the position immediately. While senior leadership has remained stable, there are currently 52 vacant CPS and foster care case manager positions, 13 vacant supervisory positions and four vacant program administrator positions in Region 14. As a result of the state budget cuts associated with the global health pandemic, the DFCS state office has instituted a hiring freeze and furloughs. This could have a negative impact on the Region when schools reopen and the number of child abuse reports from mandated reporters increases.

Regional Priorities

The regional leadership team has developed a theory of change to address identified problems in the areas of permanency and re-entry. The pathway to change identified is to “increase the number of children and families experiencing a more consistent and improved case planning process, so that families are involved and able to engage in the discussion and are aware of available options for support, so that appropriate decisions are made to keep children safely with their families, so that services are made available, so that children are able to remain with or return to their own families.”

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Several strategies have been developed to try and address the root causes, including a lack of clear and consistent expectations, loss of focus on the concerns that led children to enter foster care, and a lack of data available to understand if practice expectations are occurring. These strategies, where Region 14 will focus its efforts, include:

1. *Continuing to strengthen the workforce through strong hiring, training, coaching, and retention practices and strategies.* The region is exploring new ways to ensure that new case managers understand the key elements of the job and that they are fully supported as they continue developing as strong social workers. Continuing to nurture and develop the skills of supervisors is just as important if not more, because supervisors have substantial impact on the experience of frontline case managers.
2. *Improving the permanency rate for children who enter care.* Although fewer children are entering care, fewer are also exiting care. A core belief is that foster care should be temporary. The counties are continuing to support placements with relatives and are developing more behaviorally specific case plans that delineate which goals are necessary to eliminate safety risk and allow children to return home. In addition, the region has been in discussion with the court system regarding effective use of protective orders. This process would allow children to return home, while maintaining a period of court and agency oversight in order to ensure that services are in place and effective.
3. *Decreasing the rate in which children re-enter foster care.* The re-entry rates in the region have steadily remained high for the past several years. This further exacerbates the number of children in care, the high caseloads and the retention rate of case managers. Most importantly, re-entering foster care re-traumatizes the child and his/her family. The region is exploring strategies to improve the quality and frequency of discharge staffings, ensure that service providers continue caring for children and their families, and utilizing protective orders and trial visitations more often when safety is not a risk. To further support this effort to decrease the rate of re-entry, the regional leadership developed a Re-entry Strategy Guide to articulate the process by which they plan to improve the re-entry rate through five key strategies:
 1. Pre-removal staffing
 2. Case Transfer staffing
 3. Conditions for return
 4. Discharge planning/relapse planning
 5. Discharge Family Team Meeting (FTM)

In coordination with these three areas of focus, the region is working with the state data unit to develop a set of strategies that it will implement, track and test over time.

The region is also seeking to improve performance across the following eleven Consent Decree outcomes: (1) commencement of CPS investigations; (2) search for relatives; (3) visitation (worker/child private); (4) visitation (parent/child); (5) visitation (between siblings); (6) placements not in full approval status; (7) meeting identified health needs; (8) meeting identified educational needs; (9) meeting identified dental needs; (10) meeting identified mental health

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needs; and (11) ensuring that valid court orders are entered into each case file. While many of these “outcome measures” reflect practice expectations and not true outcomes for children and families, the theory of change and the negotiations of these practice points by the parties presupposes that quality implementation of these practices will lead to better outcomes.

II. CASELOAD STANDARDS

To better understand the factors that most impact DFCS' ability to meet caseload expectations and ensure a stable and capable workforce to address the needs of children and families, the MTAT conducted a deeper analysis on the workforce for the Second Brief on the Infrastructure Standards. The Infrastructure Standards, negotiated and submitted to the court in December 2017, include commitments related to the hiring and onboarding process for new employees, improved coordination with the Department of Human Services' Office of Human Resources (OHR), case manager and supervisory training and support, as well as better management of caseloads for case managers and supervisors.

For the purpose of this report, this section is focused solely on the caseload standards and supervisory ratios included in the Modified Consent Decree and Exit Plan Section V.⁴

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

Of the 182 CPS, family preservation, permanency, and specialized case managers who were active on December 31, 2019 in Region 14, 117 (64 percent) of them were meeting caseload expectations. Twenty-four adoption workers are included among these 117 case managers and their caseloads were categorized as either permanency or specialized caseloads. On this same date, there were 2 children in foster care and another 24 children and their families receiving support or under investigation assigned to a case manager on leave or waiting to be assigned to a case manager by a supervisor.

On December 31, 2019, out of 56 supervisors overseeing Child Protective Services investigations, family preservation and permanency for children in foster care in Region 14, 54 (96 percent) of them were assigned five or fewer case managers.

⁴ Modified Consent Decree and Exit Plan Section V: Caseloads states that these "caseloads will exist in Fulton DFCS and DeKalb DFCS and will apply to all case managers, including deployed case managers, who carry caseloads that include any class member children. In the event that a case manager has a mixed caseload, the caseload shall be weighted to reflect the standards in this section."

CPS Case Managers

For CPS case managers, 53 percent (25 of 47) were assigned 12 or fewer families to respond to or investigate reports of maltreatment on December 31, 2019. An additional 14 cases were assigned to case managers on leave and/or supervisors, awaiting assignment.

Family Preservation Case Managers

Family preservation case managers have generally been assigned 17 or fewer families in order to provide services and help ensure child safety. The same was true on December 31, 2019. All 118 of these case managers met the standard. However, an additional 12 cases were assigned to case managers on leave and/or supervisors, awaiting assignment.

Permanency Case Managers

For many years, permanency case managers were consistently meeting or exceeding a caseload expectation of 15 or fewer. However, this began to shift in 2015.⁵ On December 31, 2019, 64 percent (39 of 61) of permanency case managers were meeting caseload expectations. This is an improvement from the 50 percent who met caseload expectations during Period 27.

Case Managers with Children Assigned to Them Who Have Been in Foster Care for 18 Months or Longer

Previously known as specialized case managers, case managers who are assigned to children who have been in foster care for 18 months or longer are to be assigned no more than 12 children at any given time. Many of these children require extra support to achieve permanency. Percentages of case managers meeting this expectation have been dropping in recent years. However, during Period 28, sixty-two percent (35 of 56) of these case managers were meeting caseload expectations on December 31, 2019. This is an increased percentage from 38 percent who met these caseload expectations during Period 27.

Supervisors

On December 31, 2019, 95 percent (21 of 22) of Child Protective Services supervisors in Metropolitan Atlanta were assigned five or fewer case managers. Of the 34 permanency supervisors, 97 percent (33 of 34) were meeting expectations.

DeKalb County on December 31, 2019

Caseloads for 56 percent of the case managers in DeKalb County on December 31, 2019 were too high. It should be noted that all Family Preservation case managers were assigned caseloads that met agreed upon standards. See Appendix A, *Table 3 and Table 4* for more information.

Fulton County on December 31, 2019

On this same date, 18 percent of Fulton County case managers were exceeding caseload expectations, an improvement from June 30, 2019. See Appendix A, *Table 5 and Table 6* for more information.

⁵ See *Period 24 Final Data Report Kenny A. v. Deal*.

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During Period 27, the Region held several hiring fairs and developed a process to conduct continuous hiring. The Region put emphasis on coaching and supervision as a strategy to improve retention. Period 28 marks the first reporting period in some time in which the counties were able to increase the number of staff involved in active case management. Through mass hiring, Fulton County was able to decrease the percentage of case managers over the caseload cap from 37 percent to 18 percent. Unfortunately, the situation in DeKalb County got slightly worse moving from 47 percent over caseload requirements to 56 percent. This was especially true in the area of permanency. Although DeKalb County increased the number of permanency case managers from 22 to 28, the number of case managers not meeting the cap on assigned caseloads increased from 59 percent to 79 percent. This occurred as more children entered care in DeKalb County and the county was in the process of stabilizing its leadership.

The Region continues to develop and implement strategies to recruit, strengthen, educate, and retain its workforce. MTAT recommends that once strategies are determined, the Region should allow for full implementation with fidelity and measure the effectiveness of each strategy before moving on to new or additional strategies.

III. PLACEMENT STANDARDS

The quality placement and caregiving standards include specific DFCS commitments to ensure that every child in foster care will have a stable, nurturing placement in accordance with the principles outlined in the Modified Consent Decree and Exit Plan § III. These standards address the specific tasks that will be done so that family ties are maintained and nurtured; children are able to remain with parents and relatives as often as possible; and the screening, training, approval, and support process for all caregivers are operating well. The Second Brief on the Infrastructure Standards included an analysis of these standards.

This section of the report provides an update on agreed upon placement standards in the Modified Consent Decree and Exit Plan Section IV.

Discriminatory Placement Practices

Section IV.B.3 of the Modified Consent Decree and Exit Plan prohibits discriminatory placement practices.⁶ MTAT will be taking a closer look placement practices with contract agencies in the upcoming Third Brief of the Infrastructure Standards.

Reimbursement Rates

For basic foster care services, the Exit Plan requires uniform reimbursement rates for DFCS and private provider foster homes. When the Exit Plan was approved, the following basic foster care maintenance payments were in effect: for each child age 0-5, \$15.27 per diem; for each child age 6-12, \$17.26 per diem; and for each child age 13 and older, \$19.65 per diem for DFCS foster homes. In July 2018, the foster care per diems for DFCS foster homes and private provider foster homes were equalized at \$25.27, \$27.26, and \$29.65 respectively.

MTAT will be taking a closer look at the rates for higher levels of care for children and youth in foster care as part of the upcoming brief on the Infrastructure Standards, which will include the supervision of contract agencies and maximization of federal funding.⁷

The major findings regarding the placement standards during Period 28 are presented below.

⁶ Specifically, this section states: "Race and/or ethnicity and/or religion shall not be the basis for a delay or denial in the placement of a child, either with regard to matching the child with a foster or adoptive family or with regard to placing a child in a group facility. DHS shall not contract with any program or private agency that gives preference in its placement practices by race, ethnicity, or religion..." Moreover, the Principles outlined in the Exit Plan include: "All children in need of child welfare services should receive full and equal access to the best available services, regardless of race, religion, ethnicity, disabilities, sexual orientation, or gender identity."

⁷ Modified Consent Decree and Exit Plan Section IV.A.2: DFCS shall ensure that all approved foster parents (regardless of whether they are supervised directly by DFCS or by private providers) receive the same reimbursement rate for a given level of service.

Modified Consent Decree and Exit Plan Section IV.A.3: DFCS directly supervises any approved foster homes that provide therapeutic services or operates any specialized group facilities, those approved foster parents or group facilities shall be paid at the same rate. All specialized group facilities shall be paid at the same rate for the same level of service.

Major Findings – Placement Standards

1. The region has not used hotels, motels, or similar non-child welfare overnight commercial enterprises as temporary placements and continues its efforts to limit the amount of time youth spend in a DFCS office, especially during overnight hours.

During Period 28, no child in Fulton or DeKalb counties was placed in a hotel, motel, or similar non-child welfare overnight commercial enterprise. While the region continues its moratorium on these types of placements, the state continues utilizing them in other regions throughout the state.

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

During Period 28, there were no youth who had office stays of more than 23 hours in any of the DeKalb or Fulton County DFCS offices. Overall, there were 70 separate instances of office stays in the Region⁸, which is a substantial increase from last period during which there were 48 instances of office stays. Of the 70 instances, 45 involved children experiencing their first removal, 19 were disrupted placements and six involved children who re-entered care. There were six youth who had stays between 12 and 17 hours, one youth who spent 20 hours (due to a severe weather event) and one youth who spent almost 23 hours in the office. Documentation regarding several of these instances of extended office stays indicated that some delays were incurred due to youth having to be medically cleared after being on runaway status.

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

The Consent Decree has several restrictions related to the use of group care, including limiting the use of congregate care for young children. The reported information is for all children under the age of 12 in care between July 1 and December 31, 2019, not for a sample of the entire foster care population.

According to verified state reports, no children under the age of 12 entering foster care or already in care during the period were placed in group homes or child caring institutions except as allowed under the Modified Exit Plan. During Period 28, of children in care or who entered foster care in the period, who were under the age of 12, 34 children and youth (including 27 infants) were placed in hospitals to meet their physical health needs and 20 children were hospitalized for mental health issues. These numbers are a sharp increase from Period 27 where the numbers were 19 and nine, respectively. One infant in DeKalb was in a home with her teen mom. All documentation and waivers were reviewed by the MTAT.

⁸ There were 42 instances between July 1 and December 31, 2019 in DeKalb County. There were 28 instances in Fulton County between July 1 and December 31, 2019.

3. The overwhelming number of children are not remaining in temporary facilities longer than 30 days and the region continues to place fewer children in more than one temporary facility while in foster care.

The Modified Consent Decree states:

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

During Period 28, out of the 1865 children who were in foster care at the beginning of the period or entered during the period, there were four children placed in a temporary facility or any other foster home or group facility beds used on a temporary basis for more than 30 days (31-45 days).⁹

In addition, during Period 28, only 16 of 861 (two percent) of children were placed in two or more temporary facilities within one episode of foster care. The state continues to reduce the number of children experiencing two or more temporary placements. They have reduced this percentage from 11.5 percent in CY2015, to two percent in CY2020.

⁹ There were three children in foster care in Fulton County who spent more than 30 days in a temporary facility. There was one in foster care in DeKalb County who spent more than 30 days in a temporary facility. These children and youth were experiencing severe mental and behavioral health challenges.

IV. OUTCOME MEASURES

This section provides a listing of the performance for each county and the region on the outcomes required under the Modified Exit Plan, and major findings regarding these measures. It includes a status update on the measures, specifically whether the measure has been attained (or not) or at risk of being re-designated as an ongoing outcome measure.

As stated in Modified Consent Decree and Exit Plan Section IX.E.1.b., “an ongoing outcome measure can be automatically re-designated as an attained outcome measure in the next reporting period if in the previous three consecutive reporting periods (totaling 18 months)... State Defendant’s improved performance in the first period (as compared to performance in the previous period) and then met or exceeded the measure for the next two reporting periods. An attained outcome measure will be re-designated as an ongoing outcome measure only if both of the following conditions occur: (1) the Accountability Agent finds that the decline in performance is notable, meaning that it was caused by a deterioration in State Defendants’ practice and process that is expected to impact the safety, permanency, or well-being of class members in subsequent periods, and (2) State Defendants do not meet the required threshold for that outcome measure in the next reporting period.”

In Period 26, there was a decline in performance regarding permanency for children who recently entered foster care (Attained Outcome 23). During Period 28, the region’s performance on this annual measure rebounded above the threshold to 41 percent. Thus, this outcome measure will remain in the ongoing category.

MTAT also closely monitored caseworker continuity data (Attained Outcome 12) that fell below the threshold requirement (90%) in Period 27 to 88 percent. Data collected during Period 28 indicate that this remains a challenge for the region. Only 87 percent of children had less than two case managers between July 1 and December 31, 2019. This outcome measure has numerous built in exceptions that were negotiated by the parties such as when case managers are promoted or fired. However, the actual experience of youth in foster care who have dealt with a change in case manager is extremely troubling. Each time there is a change in case manager, the probability increases that permanency will be delayed. MTAT is recommending that this outcome measure be moved back to the ongoing category. This is discussed in more detail below.

Tables 1 and 2 below list each ongoing and attained outcome measure for Period 28, along with the most current observed performance.

Finally, this report contains two appendices. In Appendix A, there is a Measures Grid that identifies each measurable outcome, practice standard, or performance measure required in the under the Modified Consent Decree and Exit Plan, and then describes the method for producing that metric. Then there is a technical document, Detailed Outcome Measures for Period 28, that provides the numerator and denominator for each metric displayed in *Tables 1 and 2* below and includes additional explanation and/or data that support interpretation of the outcome metric under the Modified Consent Decree and Exit Plan.

Appendix B contains a glossary of common terms that are relevant to Georgia.

Kenny A. v. Kemp**Table 1: Period 28 Ongoing Outcome Measures**

Ongoing Outcome Measures	Period 27 Performance Region 14	Period 28 Performance DeKalb	Period 28 Performance Fulton	Period 28 Performance Region 14
Outcome 1: Commencement of CPS Investigations Concerning Foster Children: At least 95% of all investigations of reports of abuse or neglect of foster children shall be commenced, including timely face-to-face private contact with the alleged victim, in accordance with Section 2106 of the Social Services Manual, within 24 hours of receipt of the report.	96%	88%	97%	92% ¹⁰
Outcome 3: Re-entry into Care: Of all children who enter foster care in a 12-month period who were discharged within 12 months from foster care to reunification (including aftercare), living with a relative, or guardianship no more than 8.3% shall have re-entered care within 12 months from the date of discharge. Children who were in foster care for less than eight days are not counted in this measure.	19.8% ¹¹	19.4%	20.3%	19.8%
Outcome 5: Search for Relatives: At least 95% of all foster children entering care shall have had a diligent search for parents and relatives undertaken and documented within 60 days of entering foster care.	98%	95%	96%	95%
Outcome 6: At least 43.6% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months shall be discharged from foster care to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.	22.8% ¹²	33.1%	37.9%	35.5%
Outcome 7: At least 30.3% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more shall be discharged to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.	30.8% ¹³	39.2%	37.7%	38.6%

¹⁰ Five victim children were involved in one incident in which the daycare bus driver dropped them off at the placement prior to the foster parent returning home. During this period, the state discontinued its State Investigative Unit (SIU) and the lowest percentage of timely commencing investigations was among the perimeter counties.

¹¹ This was the six-month indicator for an annual measure.

¹² This was the six-month indicator for an annual measure.

¹³ This was the six-month indicator for an annual measure.

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Ongoing Outcome Measures	Period 27 Performance Region 14	Period 28 Performance DeKalb	Period 28 Performance Fulton	Period 28 Performance Region 14
Outcome 8: Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80% will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.	81%	73%	96%	81%
Outcome 14: Visitation (Parent-Child): At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification.	86%	89%	91%	90%
Outcome 16: Visitation (Between Siblings): Children who have one or more siblings in custody with whom they are not placed shall be provided a visit with their siblings at least one time each month, unless the visit is harmful to one or more of the siblings, the sibling is placed out of state in compliance with ICPC, or the distance between the children's placements is more than 50 miles and the child is placed with a relative. At least 90% of the total minimum number of required monthly sibling group visits shall have taken place during the reporting period. Visits among siblings in excess of the required one visit per month shall be excluded when calculating this percentage.	89%	90%	93%	91%
Outcome 17: Education: At least 56% of children discharged from foster care at age 18 or older shall have graduated from high school or earned a GED.	n/a	48%	55%	52%
Outcome 18: Placements Not in Full Approval Status: At least 98% of all foster placements serving class member children shall be in full approval and/or licensure status. In computing this percentage, each placement shall be weighted by the approved and/or licensed capacity of that placement.	98%¹⁴			92%¹⁵
Outcome 21: Health and Educational Needs: Of children in care at a point in time at the end of the reporting period, according to the service needs documented in the child's most recent case plan:				
Outcome 21b: At least 92% shall not have any unaddressed dental needs	88%	86%	97%	91%
Outcome 21c: At least 92% shall not have any unaddressed mental health needs	90%	95%	93%	94%
Outcome 26: Visitation (Worker-Child): At least 96.25% of the total minimum number of monthly	95.23%	95.78%	97.44%	96.51%

¹⁴ The percentages were lower for children in foster care placed with relatives.

¹⁵ The highest number of placements are with private providers. These placements had the lowest percentage of approvals.

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Ongoing Outcome Measures	Period 27 Performance Region 14	Period 28 Performance DeKalb	Period 28 Performance Fulton	Period 28 Performance Region 14
<i>private</i> , in-placement visits between case managers and children during the reporting period shall have taken place. Visits in excess of the required one private visit per month shall be excluded when calculating this percentage.				

Table 2: Period 28 Attained Outcome Measures

Attained Outcome Measures	Period 27 Performance Region 14	Period 28 Performance DeKalb	Period 28 Performance Fulton	Period 28 Performance Region 14
Outcome 2: Completion of CPS Investigations Concerning Foster Children: At least 95% of all investigations of reported abuse or neglect of foster children shall be completed, in accordance with Section 2106 of the Social Services Manual, within 30 days of receipt of the report.	99% ¹⁶	98%	98%	98%
Outcome 4: Maltreatment in Care: Of all children in foster care during the reporting period, the rate of victimization shall be no more than 8.50 victims per 100,000 days.	3.45	6.75	7.99	7.28
Outcome 9: Permanency Efforts (15/22): At least 95% of all foster children who reached the point of being in custody for 15 of the prior 22 months shall have had either (a) a petition for the termination of parental rights filed as to both parents or legal caregivers as applicable, or (b) documented compelling reasons in the child's case record why termination of parental rights should not be filed.	95%	97%	95%	96%
Outcome 10: Sibling Placement: At least 80% of all children who entered foster care during the reporting period along with one or more siblings shall be placed with all of their siblings, subject to the following exceptions: (a) doing so is harmful to one or more of the siblings, (b) one or more of the siblings has exceptional needs that can only be met in a specialized program or facility, (c) the size of the sibling group makes such placement impractical notwithstanding diligent efforts to	100%	99%	100%	99%

¹⁶ Two investigations were removed from the numerator and denominator for Outcome 2. One of them was the only victim child was on runaway, and the other as the victim child was in the custody of another county.

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Attained Outcome Measures	Period 27 Performance Region 14	Period 28 Performance DeKalb	Period 28 Performance Fulton	Period 28 Performance Region 14
place the group together; or (d) the siblings are placed with relatives.				
Outcome 11: Multiple Placement Moves: The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.	2.73	2.95	3.49	3.18
Outcome 12: Caseworker Continuity: At least 90% of all children in custody at a point in time during the reporting period shall have had 2 or fewer DFCS placement case managers during the prior 12 months in custody. This measure shall not apply to cases that are transferred to an adoption case manager; case managers who have died, been terminated, promoted, or transferred to another county; or case managers who have covered a case during another case manager's sick or maternity leave	88%	89%	85%	87%
Outcome 13: Visitation (Worker-Child): At least 96.25% of the total minimum number of one in-placement visit per month and one additional private visit per month between case managers and children during the reporting period shall have taken place. Visits in excess of this required minimum of one in-placement and one private visit per month shall be excluded when calculating this percentage.	97.1%	96.82%	98.36%	97.61%
Outcome 15: Visitation (Worker-Caregiver): DFCS placement case managers shall visit each child's foster parent, group care setting, or other caregiver setting at least one time each month. At least 95% of the total minimum number of required monthly visits by placement case managers to caregivers during the reporting period shall have taken place. Visits to any caregiver with respect to the same child in excess of the required one visit per month shall be excluded when calculating this percentage	96%	96%	96%	96%
Outcome 19: Six-Month Case Plan Review: At least 95% of foster children in custody for six months or more shall have either had their six-month case plan review completed by the Juvenile Court within six months of their prior case plan review, or DFCS shall have submitted the child's six-month case plan to the Juvenile Court and filed a motion requesting a six-month case plan review within 45 days of the expiration of the six-month period following the last review.	100%	100%	97%	99%

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Attained Outcome Measures	Period 27 Performance Region 14	Period 28 Performance DeKalb	Period 28 Performance Fulton	Period 28 Performance Region 14
Outcome 20: Permanency Hearing: At least 95% of foster children in custody for 12 or more months shall have either had a permanency hearing held by the Juvenile Court within 12 months of the time the child entered foster care or had his or her last permanency hearing, or DFCS shall have submitted the documents required by the Juvenile Court for and requested a permanency hearing within 45 days of the expiration of the 12-month period following the time the child entered foster care or had his or her last permanency hearing.	100%	97%	100%	98%
Outcome 21a: At least 92% shall not have any unaddressed medical needs	94%	94%	95%	94%
Outcome 21d: At least 92% shall not have any unaddressed education/development needs.	88%	94%	95%	94%
Outcome 22: Corporal Punishment: At least 98% of all foster homes will not have an incident of corporal punishment (any physical punishment of a child that inflicts pain) within the previous 12 months.	99%			100%
Outcome 23: Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least 40.5% shall be discharged to permanency within 12 months of entering foster care. Permanency, for the purposes of this measure, includes reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.	40.9% ¹⁷	41.7%	40.1%	41.0%
Outcome 24: Adoption Disruptions: No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period.	0%	0%	0%	0%
Outcome 25: Placement Within County: At least 90% of all children at a point in time during the reporting period shall be placed in the county from which they were removed or within a 50-mile radius of the home from which they were removed. This measure is subject to the following exceptions: (a) the child's needs are so exceptional that they cannot be met by a family or facility meeting these geographical restrictions, (b) the child is placed through the ICPC consistent with its terms, (c) the child is appropriately placed with relatives, or (d) the child is in an adoptive placement with a prospective	97%			94%

¹⁷ This was a six-month look at an annual measure.

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Attained Outcome Measures	Period 27 Performance Region 14	Period 28 Performance DeKalb	Period 28 Performance Fulton	Period 28 Performance Region 14
adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court.				
Outcome 27: Court Orders: At least 95% of foster children in custody at a point in time during the reporting period shall have all applicable language in court orders necessary to assess qualification for federal funding under Title IV-E of the Social Security Act.	97%	83%	100%	93%
Outcome 28: Capacity Limits: No more than 10% of all foster home placements serving class member children at any time during the reporting period shall exceed the following capacity limits: (a) no placement shall result in more than three foster children in a foster home, or a total of six children in the home, including the foster family's biological and/or adopted children, without the written approval of the County Director, and (b) no placement will result in more than three children under the age of three in a foster home. The only exception to these capacity limits shall be the placement of a sibling group in a foster home with no other children in the home.	0.2%			0%
Other Consent Decree Requirements				
4x4 Visitation.	24%	33%	57%	45%
(VI.G.1) Recurrence of Maltreatment.	1.73%	1.01%	4.02%	2.53%
(VI.G.2) Number of children who were victims of a second substantiated investigation within 12 months of FSS case.	3.8%	2.0%	2.3%	2.2%

Major Findings – Outcome Measures**1. The region continues to struggle with children and teenagers re-entering care.**

The Modified Exit Plan requires that of all children who enter foster care in a 12-month period who were discharged within 12 months from foster care to reunification (including aftercare), living with a relative, or guardianship no more than **8.3 percent** shall have re-entered care within 12 months from the date of discharge. This measure is based on the Round 3 CFSSR methodology. Because that method requires observing children enter, stay at least eight days, exit to permanency within one year, and then re-enter from that exit within one year – it is necessary to refer to prior entry cohorts in order to generate the metric.

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For reporting purposes this period, 19.8 percent of youth entered care in Calendar Year 2017, exited by December 2018 and subsequently re-entered foster care within one year of exit. Of children and youth who entered foster care in 2017, 338 exited to permanency within one year of entry (no later than December 2018) and 67 re-entered foster care within one year as of December 31, 2019.

For the past three years, the percentage of children who re-enter foster care in the region has continued to increase, from 16.9 percent (Period 24) to 17.4 percent (Period 26) to 19.8 percent in the current reporting period. The high re-entry rate results in increased caseloads for caseworkers, thus reducing the quality of services for children and families. The most devastating impact of a rising reentry rate is the re-traumatization of children and their families. Teenagers are especially vulnerable to the impact of re-entry with approximately one in every four teens returning to care within a 12-month period.¹⁸

The region has begun to explore several strategies to address this issue. Among them are better quality discharge staffings, ensuring the continuation of needed services and service providers, and more frequent use of trial home visits with parents and relatives. During monthly practice workgroup meetings, the region will more clearly define these strategies and develop a methodology to track implementation and outcomes.

2. Visitation improved in all areas, including engagement between parent and child and siblings and the four visits in the first four weeks of a new placement currently required under the Modified Consent Decree and Exit Plan.

Case managers continued visiting children as agreed upon 98 percent of the time and caregivers each month 96 percent of the time during Period 28. These measures remain in the attained category.

More children were visiting their parents and siblings during the period. Ninety percent of children were visiting regularly with their parents and 91 percent of eligible siblings were spending time together. While DeKalb County did not meet the threshold requirements, they improved significantly from their performance in Period 27. Fulton County also improved its percentage of parents and children visiting during Period 28.

Ninety-six percent of required monthly private, in-placement visits between case managers and children (Outcome 26) occurred during Period 28. This is an improvement from the 95 percent during Period 27. Since the region improved its performance from Period 26 (94.4%) to Period 27 and surpassed the threshold in Period 28, if the performance surpasses the threshold in Period 29, this outcome measure will be moved to the attained category.

Beyond the required purposeful face-to-face contact within seven calendar days of an initial placement or subsequent change in placement, the DFCS policy manual does not include the additional three visits as outlined in the Modified Consent Decree and Exit Plan. This has been confirmed by MTAT. Instead, policy requires an initial in-placement visit during the first week of a new placement. Case managers within Region 14 are completing 77 percent of in-placement

¹⁸Georgia Major Outcomes Report produced by the Chapin Hall Foster Care Data Center August 2019.

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visits during the first week of a new placement and an additional visit with each child in any location during the first week of a new placement for 85 percent of the children in the region.

While there is no threshold or target set by the Consent Decree for these four visits within the first four weeks, the region improved significantly from Period 27 (24%) to Period 28 in which 45 percent of these visits were made in accordance with the agreed upon terms. DeKalb County completed 33 percent of these visits, while Fulton County completed 57 percent of these visits. Although the counties did not meet all four visits within the first four weeks of all new placements in accordance with the timing and locations required under the Consent Decree, overall, DeKalb County completed 76 percent of the visits and Fulton County completed 85 percent of the visits within four weeks of each new placement.

3. While the region met the Consent Decree requirements for maltreatment in care, the percentage of cases has increased significantly and is trending dangerously close to the threshold. Moreover, timely commencement of CPS investigations fell below the required threshold.

In each of the reporting periods since the Modified Consent Decree and Exit Plan was filed by the court, the region has stayed below agreed upon no more than **8.50** victims per 100,000 days. This measure mirrors the federal measure. However, during Period 28, the number of victims per 100,000 days rose to 7.28 from 3.45 during Period 27. Of the 19 children with substantiated maltreatment in care cases, five of them were involved in a single incident in which the bus driver dropped them off at home before the DFCS foster parent arrived. (The foster parent arrived within ten minutes of the drop off). While this case may have contributed to the region's significant increase, maltreatment in care should be monitored closely. It is also important to note that of the remaining 14 cases, eight involved children placed in Child Placing Agency (CPA) homes and one child was in a Psychiatric Residential Treatment Facility (PRTF). The region may need to work with the State Office of Provider Management to enhance training and oversight for these privately operated placements.

The Region initiated 92 percent of maltreatment in care investigations timely, below the required 95 percent. (Outcome 1). Fulton County and the State Special Investigations Unit (SIU) timely commenced 100 percent of its cases. DeKalb County commenced 91 percent of its CPS investigations in a timely manner. During this period, the SIU also went through a major transition. According to state leadership, the SIU never fully developed due to an inability to attract and maintain staff to fill positions within the unit. Based on this, leadership determined the positions would be returned to the regions with the hopes they would create SIU to serve their regional specific needs in a more productive and realistic manner. As a part of the transition, regions were charged to further identify and develop additional special investigation capacity at the regional and county levels. Regional and county staff will continue to complete special investigations to the best of their ability. An assigned State Office Kenny A team member will continue to monitor Maltreatment in Care investigations for Fulton and DeKalb, as well as perimeter counties. Unfortunately, during this transition, there were a few missed response times due to foster care staff not reporting timely in Period 28. It is also important to note that the greatest number of investigations were conducted by perimeter counties, and they only commenced 88.1 percent of those investigations in a timely manner. According to state officials, these delays were caused due to untimely reporting by Region 14 personnel and not the

responsiveness of the perimeter counties. The state is reportedly addressing this issue. The region had performed well on this outcome measure in past reporting periods, improving from Period 25 to Period 26, and surpassing the requirement in Period 26 and Period 27. Thus, during the last reporting period, it was recommended that this outcome measure be moved to the attained category. As a result of falling below the 95 percent threshold during Period 28 (92%), MTAT will monitor this requirement closely next reporting period to determine if it should transition back to the on-going category.

The state has indicated that to improve timely reporting, during Period 29 both Fulton and DeKalb have implemented a daily email reminder for staff to report any concerns they observed or were made aware of that day. In addition, all case managers in Fulton and DeKalb also completed Maltreatment in Care Training, which includes when, where, what and how to report maltreatment.

4. The counties continue increasing their efforts to initially search for and place children with relatives. However, the percentage of placements in full approval and/or licensure status declined significantly.

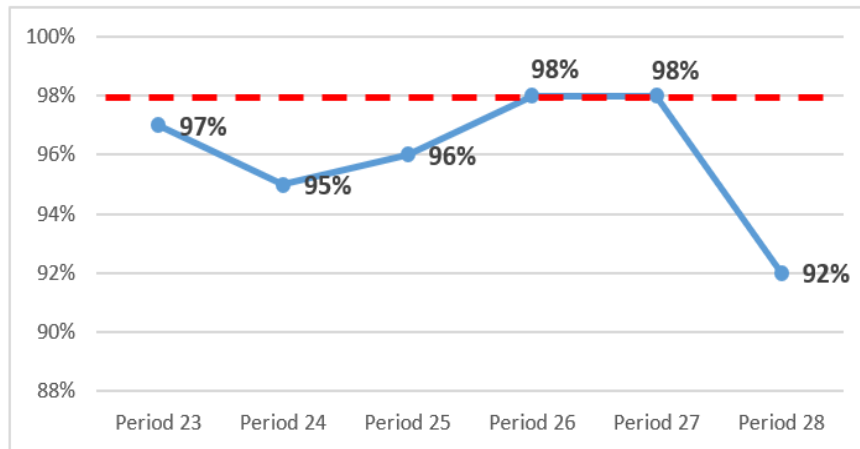
The Modified Consent Decree requires that diligent search efforts for parents and relatives must be undertaken and documented within 60 days of a child entering foster care (Outcome 5). The threshold standard for this measure is 95 percent. This is the third consecutive reporting period that the region has surpassed the requirement, thus, MTAT will be recommending that it be moved to attained category. The increased focus on placing children with relative and kin caregivers continues to be encouraging and is vital to increasing permanency outcomes. Also, of note, 32 out of 60 (53%) biological fathers were interviewed about possible resources. This was a significant increase from the prior period (37%). Continued focus should be paid to this usually untapped resource. Not only should the state conduct diligent searches within the first 60 days, but DFCS policy requires continued search for relative and kin caregivers throughout the life of a child in foster care.

With any new initiative and focus, there are unintended consequences that must be carefully examined. Through the Kinship Care Continuum initiative throughout the state of Georgia, DFCS is prioritizing placing children with their relatives and fictive kin whenever it is safely possible and in the best interest of the child. While DFCS has always had a practice of searching for relatives and placing children with those relatives, the majority of relative placements did not become foster homes and therefore received a lower rate of reimbursement from the state to help defray the cost of caring for children. In recent years, the state has streamlined the process for relatives to be trained and approved as foster homes. Once approved, all foster homes must be reevaluated in order to continue approval. According to the state, more focus needs to be placed on ensuring this re-approval process occurs.

Outcome measure 18 requires that at least 98 percent of all foster placements serving class member children shall be in full approval and/or licensure status. In computing this percentage, each placement shall be weighted by the approved and/or licensed capacity of that placement.

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During Period 28 the Region performance declined from 98 percent over the past two reporting periods to 92 percent.



This decline in performance can be mostly attributed to placements with relatives and placements with private supervised foster homes (CPAs). The percentage of relative placements in full approval status declined from 98.5 percent in Period 27 to 87.5 percent in Period 28. Even more troubling is that the percentage of CPA placements in full approval status declined from 94.7 percent in Period 27 to 82.5 percent in Period 28. This decline occurred while the overall number of CPA placements increased from 360 to 382 and the capacity of CPA placements increased from 965 to 1080. With the overwhelming number of placements occurring with CPA's, the state office must ensure that these placements are not only timely approved/licensed upon placement, but that the placements timely complete the annual reevaluation process to continue approval status.

5. Meeting the identified needs of children in care: the counties surpassed the required threshold for meeting medical, mental health and education needs and improved in improved in meeting identified dental needs. Moreover, more youth are leaving care with a high school diploma or GED.

The health and educational needs of children and youth in foster care were examined in the Second Brief on the Infrastructure Standards filed separately. For a more in-depth analysis, please refer to that publication.

During Period 28, ninety-four percent of youth in Region 14 continue to have their identified medical needs met, exceeding the threshold requirement of 92 percent. This outcome measure remains in the attained category.

The required Exit Plan threshold for addressing educational and developmental needs of children in foster care is also 92 percent. This outcome was re-designated as an attained outcome measure, however neither county met the threshold in Period 27 (88%). During Period 28, the counties rebounded and 94 percent of identified educational needs were met. Thus, this measure will remain in the attained category. Related to this outcome, the region significantly improved the annual rate of students who earn a high school diploma or GED upon exiting care. The required threshold is 56 percent. By December 31, 2019, 52 percent of children in Fulton and

DeKalb Counties achieved their diplomas / GED's. This is the highest performance since the inception of the Consent Decree. Unfortunately, with looming COVID-19 related budget cuts, the work being done in partnership with the Multi-agency Alliance for Children (MAAC) to address educational needs of youth in foster care is in jeopardy of being discontinued.

During Period 28, the region's ability to address identified mental health needs also increased (94%), surpassing the required threshold for the first time since 2017. The Region also improved its ability to meet the identified dental needs of children, with 91 percent of dental needs being met, just shy of the threshold.

Recommendations were made as part of the Second Brief on the Infrastructure Standards related to these standards. In the next monitoring report, MTAT will be evaluating whether the region has implemented any of the recommendations and whether the strategies have positively impacted the ability of DFCS to meet identified needs of children and youth in foster care.

6. This is the second consecutive monitoring period in which the region has surpassed the threshold for timelines to adoption and guardianship after parental rights have been terminated or released (OM 8). In addition, the region's focus on permanency may have resulted in improved performance across some measures.

The Modified Consent Decree requires that for all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80 percent will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.

As recent as Period 24, the region's performance on this measure was only 43 percent. Since then, the region has been steadily improving, culminating in an improvement in the region's performance to 81 percent during Period 27. The region together has maintained this improvement, again achieving 81 percent during Period 28. However, DeKalb's performance declined from 79 percent during Period 27 to finalizing 33 out of 45 timely finalizations (73.3%) during period 28.¹⁹ This decline in performance was offset by an improved performance in Fulton County in which 91 percent achieved permanency in P27 and 22 out of 23 (96%) of adoptions and guardianships were timely finalized during Period 28. Another data point that MTAT is continuing to monitor is that Fulton routinely has significantly more finalizations in the second half of the calendar year than the first half of the year. Fulton also has established a very large adoption finalization day just prior to the Thanksgiving holiday. While this trend may just be coincidental, MTAT wants to verify that finalizations are not being delayed for purposes of the event.

Regarding permanency, for several reporting periods, even though the number of entries has decreased, the decline in the number of children exiting care has resulted in a net increase in the overall number of children in care. The permanency rate performance across three outcome

¹⁹DeKalb County was given credit for 2 cases that did not meet the 12-month timeline. Documentation for these cases revealed that the county had done every possible but could not get the Superior Court to calendar the cases in a timely manner.

measures has been mixed, with the region surpassing the outcome requirement for children in care for 12 months or less and over 24 months, but not meeting the outcome requirements for children in care between 12-24 months.

For children in care for over 24 months, the state developed an initiative called Push 24 and the region established an initiative called Push to Permanency (P2P). In addition to this, the state continues implementing a cold case program and permanency roundtables. It is unclear whether all of these initiatives have been implemented with fidelity and no data has been provided to MTAT to evidence a strong implementation process. The State has indicated that the Cold Case Project has been extremely successful statewide. Recently, the District Director has added a new initiative in Region 14 called Half the Life, to staff the cases of children who have been in care for over half of their lives. The District Director's Administrative Assistant has been charged to staff cases under this new initiative. There are also "war room" type strategies underway to determine barriers to permanency for children in care in Region 14. The number of permanency initiatives currently in place make it difficult to determine if any of them is being implemented with fidelity and whether/which is having the intended impact. It is also reportedly creating duplicative work for case managers and supervisors.

Of the three permanency measures, Outcome 23 (children in care less than 12 months) is in the attained category. During Period 26, the region fell below the threshold requirement of 36.7 percent. However, in Period 28 the region rebounded, and 41 percent of children achieved permanency within 12 months. Thus, this outcome measure remains in the attained category.

For children in care for more than 24 months, 38.6 percent of children achieved permanency, surpassing the required threshold. This is a significant improvement from the 31.27 percent of children who achieved permanency during Period 26 and the 22.7 percent who achieved permanency during period 24.

For children in foster care between 12 and 24 months, while the results have improved, the region has not met or surpassed the 43.6 percent requirement. During Period 24, 28.2 percent of children in this category achieved timely permanency, compared to 22.3 percent in Period 26 and 35.5 percent in Period 28. Given the numerous permanency strategies currently in place, it is impossible to pinpoint which, or which combination of strategies is enabling more children to achieve permanency.

It is also important to explore how permanency rates are impacted by or impact other outcome measures. As discussed above, the re-entry rate continues to increase, reaching an all-time high of over 19 percent during Period 28. Thus, even if the rate of permanency for children under 12 months increased significantly, this progress is reduced by the increased number of children who are returning to care. In addition, with more children re-entering care, the number of required 4x4 visits also increases significantly making the workload much more difficult for case managers. The inability of the region and the Department to maintain case manager continuity (OM 12) could directly be related to heavy, stressful workloads, and as case managers change, the quality of case work diminishes directly impacting permanency and re-entry.

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APPENDIX A – METRICS UNDER THE MODIFIED EXIT PLAN

This Appendix contains two tables summarizing the metrics under the Modified Exit Plan, and the methods for generating each of them.

Table A-1 is a Measures Grid that identifies each measurable outcome, practice standard, or performance measure required under the Modified Ext Plan, and then describes the method for producing that metric.

Table A-2 is a technical document, Detailed Outcome Measures Period 28, that provides the numerator and denominator for each metric displayed in *Tables 1 and 2* below and includes additional explanation and/or data that support interpretation of the outcome metric under the Modified Consent Decree and Exit Plan. It also contains additional technical explanations, and/or historical data that provides context for reviewing and interpreting Period 28 performance data.

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

Kenny A. v. Deal**Table A-1: Measures Grid**

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

Kenny A. v. Deal**Table A-1: Measures Grid**

Section	Standard/Outcome	Notes	Measurement Method	Data Produced by...
IV.B.5	In placement visitation: 4 in 4 for new placements; monthly thereafter. There should be at least one in-placement visit and one private, face to face	Drop children in care for only 1 week. -measure 1 in placement visit for all in first week -measure 4 for all the placement for 4 weeks	Number of new placements with 1 visit in 1 wk; 4 in 4 wks.	State Data Unit supplies list; Kenny A team reviews performance
V.A	CPS caseloads – no more than 12 cases	No Change	Generated weekly as part of CAP reports after getting data from each county	State Data Unit & Kenny A. Team
V.B	Family Preservation and Family Support caseloads– no more than 17	No change	Counts of Caseworkers, by program at end of period	
V.C	Placement caseloads – no more than 15	Weights are applied to produce equivalence for caseworkers with mixed caseloads		
V.D	Adoption caseloads – no more than 16		Counts of cases assigned to verified case managers	
V.E	Specialized caseloads - no more than 12			
V.F	Supervisor – no more than 5 CM			
VI.A.1²⁰	At least 95% of all investigations of reports of abuse or neglect of foster children shall be commenced, including timely face-to-face private contact with the alleged victim, in accordance with Section 2106 of the Social Services Manual, within 24 hours of receipt of the report.	NOTE: There is a change here b/c old OM 1 and 3 have been combined. Those two outcomes used two different denominators (child/inv). New metric is at the child level	Denominator: Children in foster care who are alleged victims of maltreatment Numerator: Number of child- investigations that started within 24 hours of referral Numerator: Number of children w/ face to face w/in 24 hours	Kenny A case review team
VI.A.2	At least 95% of all investigations of reported abuse or neglect of foster children shall be completed, in accordance with Section 2106 of the Social Services Manual, within 30 days of receipt of the report.	No change Effective 7/1/2017 – the standard became 45 days	Denominator: Number of MIC investigations referred in the PUR Numerator: Number of MIC investigations completed within 30 (45) days of receipt	Kenny A case review team

²⁰ The current VI.A measures are the ongoing measures.

Kenny A. v. Deal**Table A-1: Measures Grid**

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

*Kenny A. v. Deal***Table A-1: Measures Grid**

Section	Standard/Outcome	Notes	Measurement Method	Data Produced by...
VI.A.7	At least 30.3% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more shall be discharged to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child's parents or primary caregiver, living with a relative, guardianship, or adoption.	CFSR 3 measure Report at 6 and 12 months SDU will report CY 2014-2016.	Denominator: All children in care on first day of CY who had been in care for 24 + months Numerator: # who achieved permanency w/in calendar year	State Data Unit
VI.A.8	Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80% will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.	No change	Denominator: Children TPR'd during the most recent six month period for whom 12 months can be observed. Numerator: Those in the denominator who were adopted/reached guardianship during the period.	Kenny A team
VI.A.9	Permanency Efforts (15/22): At least 95% of all foster children who reached the point of being in custody for 15 of the prior 22 months shall have had either (a) a petition for the termination of parental rights filed as to both parents or legal caregivers as applicable, or (b) documented compelling reasons in the child's case record why termination of parental rights should not be filed.	No change	Denominator: Eligible children who have been in care 15-22 months in the period Numerator: Those who have had TPR filed OR a documented compelling reason not to	Kenny A Team
VI.A.10	Sibling placement: At least 80% of all children who entered foster care during the reporting period along with one or more siblings shall be placed with all of their siblings, subject to the following exceptions: (a) doing so is harmful to one or more of the siblings, (b) one or more of the siblings has exceptional needs that can only be met in a specialized program or facility, (c) the size of the	No change to method, add large sibling groups of 4 or more to exclusions	Denominator: children with siblings who were in care or who had exited by end of period Numerator: placed together on last day of period OR if they discharged, were together at discharge	Kenny A Team

*Kenny A. v. Deal***Table A-1: Measures Grid**

Section	Standard/Outcome	Notes	Measurement Method	Data Produced by...
	sibling group makes such placement impractical notwithstanding diligent efforts to place the group together; or (d) the siblings are placed with relative.			
VI.A.11	Multiple Placement Moves: The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.	CFSR 3 measure Adjusted standard to reflect history of in care and admits SDU will report CY 2014-2016. Children in care less than eight days are dropped.	Denominator: All days by children who were served during the period. Numerator: All moves excluding DJJ, respite, jail, AWOL, hospitals	State Data Unit
VI.A.12	Caseworker Continuity: At least 90% of all children in custody at a point in time during the reporting period shall have had two or fewer DFCS placement case managers during the prior 12 months in custody. This measure shall not apply to cases that are transferred to an adoption case manager; case managers who have died, been terminated, promoted, or transferred to another county; or case managers who have covered a case during another case manager's sick or maternity leave	No change to method, Promoted caseworkers are now excepted	Denominator: All children in care at end of the period Numerator: number of those with LE 2 case managers.	Kenny A Team
VI.A.13	Visitation (Worker-Child): At least 96.25% of the total minimum number of one in-placement visit per month and one additional private visit per month between case managers and children during the reporting period shall have taken place. Visits in excess of this required minimum of one in-placement and one private visit per month shall be excluded when calculating this percentage.	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance

*Kenny A. v. Deal***Table A-1: Measures Grid**

Section	Standard/Outcome	Notes	Measurement Method	Data Produced by...
VI.A.14	Visitation (Parent-Child): At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.A.15	Visitation (Worker-Caregiver): DFCS placement case managers shall visit each child's foster parent, group care setting, or other caregiver setting at least one time each month. At least 95% of the total minimum number of required monthly visits by placement case managers to caregivers during the reporting period shall have taken place. Visits to any caregiver with respect to the same child in excess of the required one visit per month shall be excluded when calculating this percentage	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.A.16	Visitation (Between Siblings): Children who have one or more siblings in custody with whom they are not placed shall be provided a visit with their siblings at least one time each month, unless the visit is harmful to one or more of the siblings, the sibling is placed out of state in compliance with ICPC, or the distance between the children's placements is more than 50 miles and the child is placed with a relative. At least 90% of the total minimum number of required monthly sibling group visits shall have taken place during the reporting period. Visits among siblings in excess of the required one visit per month shall be excluded when calculating this percentage.	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.A.17	Education: At least 56% of children discharged from foster care at age 18 or older shall have graduated from high school or earned a GED.	No change in method; Include in the numerator qualifying youth who have an IEP or 504 plan who	Denominator: youth 18+ who were discharged during the year Numerator: number who have graduated or who have GED	Kenny A Team

*Kenny A. v. Deal***Table A-1: Measures Grid**

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

*Kenny A. v. Deal***Table A-1: Measures Grid**

Section	Standard/Outcome	Notes	Measurement Method	Data Produced by...
VI.A.21	Health/Educational Needs. Of children in care at a point in time at end of reporting period, 92 percent shall have met each need documented in most recent plan: Medical, Dental, Mental Health, Educational.	No change in method Standard changed	Denominator: For each area, number of children from placement case review with identified need Numerator: Number of children in each denominator for whom there is evidence that need was addressed	Kenny A case review team
VI.B.²¹22	Corporal Punishment: At least 98% of all foster homes will not have an incident of corporal punishment (any physical punishment of a child that inflicts pain) within the previous 12 months.	No Change	Denominator: All foster homes in the sample Numerator: instances of Corporal Punishment	Kenny A case review team
VI.B.23	Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least 40.5% shall be discharged to permanency within 12 months of entering foster care. Permanency, for the purposes of this measure, includes reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.	CFSR measure; SDU will report CY 2014-2016. Reporting for period 23 will start with first half of year, and then be completed for Period 24. Note: numerator is denominator for the reentry measure.	Denominator: All children under 18 entering Region 14 during the CY period Numerator: Number of children in the denominator who exited to permanency w/in 12 months of entry	State Data Unit
VI.B.24	Adoption Disruptions: No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period	Dissolution means that a child: 1) been adopted; 2) returned to foster care; and 3) has had a subsequent TPR or surrender from his or her adoptive parents within one year of the adoption finalization.	Denominator: Adoptions completed during the most recent six-month period for whom 12 months can be observed. Numerator: Dissolutions w/in one year	State Data Unit generates list for Kenny A team to review

²¹ VI.B metrics are currently Attained Outcomes.

*Kenny A. v. Deal***Table A-1: Measures Grid**

Section	Standard/Outcome	Notes	Measurement Method	Data Produced by...
VI.B.25	Placement Within County: At least 90% of all children at a point in time during the reporting period shall be placed in the county from which they were removed or within a 50-mile radius of the home from which they were removed. This measure is subject to the following exceptions: (a) the child's needs are so exceptional that they cannot be met by a family or facility meeting these geographical restrictions, (b) the child is placed through the ICPC consistent with its terms, (c) the child is appropriately placed with relatives, or (d) the child is in an adoptive placement with a prospective adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court.	Changed to rely on SHINES data and to cover full class.	Denominator: All children in placement on the last day of the period Numerator: Children in the denominator who were either placed in home court, or who were placed within 50 miles of removal	State Data Unit provides list, Kenny A team reviews and develops measure
VI.B.26	Visitation (Worker-Child): At least 96.25% of the total minimum number of monthly private, in-placement visits between case managers and children during the reporting period shall have taken place. Visits in excess of the required one private visit per month shall be excluded when calculating this percentage.	No change	Denominator: All visits required for children in care during the period Numerator: All of the visits that occurred during period	State Data Unit supplies list; Kenny A team reviews performance
VI.B.27	Court Orders: At least 95% of foster children in custody at a point in time during the reporting period shall have all applicable language in court orders necessary to assess qualification for federal funding under Title IV-E of the Social Security Act.	No Change	Denominator: Case review sample Numerator: All children in denominator who have document court order language	Case review
VI.B.28	Capacity Limits: No more than 10% of all foster home placements serving class member children at any time during the reporting period shall exceed the following capacity limits: (a) no placement shall result in more than 3 foster children in a foster home, or a total of 6 children in	No Change This only includes approved foster homes.	Denominator: Foster homes with one or more children in their home on the last day of the period. Numerator: Number of foster homes that exceed the capacity limit.	State Data Unit provides list, Kenny A team reviews and develops measure

*Kenny A. v. Deal***Table A-1: Measures Grid**

Section	Standard/Outcome	Notes	Measurement Method	Data Produced by...
	the home, including the foster family's biological and/or adopted children, without the written approval of the County Director, and (b) no placement will result in more than 3 children under the age of 3 in a foster home. The only exception to these capacity limits shall be the placement of a sibling group in a foster home.			
VII.G.1	Of children in each county during prior two reporting periods who experienced substantiated maltreatment, the number who were victims of a second substantiated maltreatment report during the following 12 months.	Use earliest report and first subsequent report following.	Denominator: Number of children who had substantiated report during the prior year Numerator: Number of children in the denominator who were subjects of a substantiated report within 12months of the first report	State Data Unit
VII.G.2	Of cases that were referred to FSS, the number and percent for which there was a subsequent substantiated referral w/in 11-365 days of the FSS referral.	FSS can mean any alternative to opening a CPS case or removal.	Denominator: Number of children referred to FSS in a prior 12 month period Numerator: Number of those who had substantiated report w/in 11-365 days of the referral	State Data Unit

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Table A-2: Detailed Outcome Measures for Period 28

Section	Outcome	Numerator	Denominator	Metric			
VI.A.1	At least 95% of all investigations of reports of abuse or neglect of foster children shall be commenced, including timely face-to-face private contact with the alleged victim, in accordance with Section 2106 of the Social Services Manual, within 24 hours of receipt of the report.	DeKalb: 31 Fulton: 31 SIU: 2 Perimeter: 52 Total: 116	DeKalb: 34 Fulton: 31 SIU: 2 Perimeter: 57 Total: 126	DeKalb: 91.2% Fulton: 100% SIU: 100% Perimeter: 88.1% Total: 92.1%			
VI.A.2	At least 95% of all investigations of reported abuse or neglect of foster children shall be completed, in accordance with Section 2106 of the Social Services Manual, within 45 days of receipt of the report.	DeKalb: 26 Fulton: 18 SIU: 2 Perimeter: 43 Total: 89	DeKalb: 27 Fulton: 18 SIU: 2 Perimeter: 44 Total: 91	DeKalb: 96.3% Fulton: 100% SIU: 100% Perimeter: 97.7% Total: 97.8%			
	Re-entry Into Care: Of all children who enter foster care in a 12-month period who were discharged within 12 months from foster care to reunification (including aftercare), living with a relative, or guardianship no more than 8.3% shall have re-entered care within 12 months from the date of discharge.	DeKalb: 35 Fulton: 32 Total: 67	DeKalb: 178 Fulton: 160 Total: 338	DeKalb: 19.7% Fulton: 20% Total: 19.8%			
VI.A.3	<i>This is new measure which relies on the CFSSR 3 Reentry methodology. Because that method requires observing children enter, stay at least 8 days, exit to permanency within 1 year, and then reenter from that exit within one year – it is necessary to refer to prior entry cohorts in order to generate the metric. The figures above represent entries to Region 14 from CY 2017. Of them 338 exited to permanency within one year of entry (by 12/2018) and of them, 67 reentered care within one year of exit so far. This could increase because one full year since exit has not yet been observed. The State Unit Generated historical versions of this metric, as well as what is currently observable for the more recent entry cohorts. That performance is provided below – shaded cells contain incomplete data – not enough time has elapsed to fully observe the performance.</i>						
		Entry Year	Perm Exit w/in 1 Yr.	Reentry w/in 6 Mos.	Reentry w/in 1 Yr.	6 Mos.	12 Mos.
		2014	627	76	109	12%	17%
		2015	562	68	95	12%	17%
		2016	384	47	67	12%	17%
	<i>The 2017 data are the most recent complete cohort and are used for this measure.</i>	2017	335	44	65	13%	19%
		2018	228	19	25	8%	11%

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Section	Outcome	Numerator	Denominator	Metric
VI.A.4	<p>Maltreatment in care: Of all children in foster care during the reporting period, the rate of victimization shall be no more than 8.50 victims per 100,000 days.</p> <p><i>This a new measure which relies on the CFPSR 3 methodology. That methodology controls for “exposure time” for the risk of maltreatment by calculating the total number of days that children with a least one day of care in the period experienced. It also counts any substantiated investigation associated with a child in care, regardless of who was the perpetrator of the maltreatment.</i></p>	DeKalb: 10 Fulton: 9 Total: 19	DeKalb: 148255 Fulton: 112586 Total: 260841	DeKalb: 6.75 Fulton: 7.99 Total: 7.28
VI.A.5	<p>Search for Relatives: At least 95% of all foster children entering care shall have had a diligent search for parents and relatives undertaken and documented within 60 days of entering foster care.</p> <p><i>60 cases were reviewed (32 from DeKalb and 28 from Fulton). Of the 60, 18 were given credit because language was in the court order, and 31 were placed with relatives, 10 had evidence of diligent search in the file.</i></p>	DeKalb: 35 Fulton: 22 Total: 57	DeKalb: 37 Fulton: 23 Total: 60	DeKalb: 95% Fulton: 96% Total: 95%
VI.A.6	<p>Permanency: At least 43.6% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) between 12 and 23 months shall be discharged from foster care to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child’s parents or primary caregiver, living with a relative, guardianship, or adoption.</p>	DeKalb: 58 Fulton: 64 Total: 122	DeKalb: 175 Fulton: 169 Total: 344	DeKalb: 33.1% Fulton: 37.9% Total: 35.5%
VI.A.7	<p>Permanency: At least 30.3% of all children in foster care on the first day of a 12-month period who had been in foster care (in that episode) for 24 months or more shall be discharged to permanency within 12 months of the first day of the period. Permanency, for the purposes of this measure includes discharges from foster care to reunification with the child’s parents or primary caregiver, living with a relative, guardianship, or adoption.</p>	DeKalb: 157 Fulton: 84 Total: 241	DeKalb: 401 Fulton: 223 Total: 624	DeKalb: 39.2% Fulton: 37.7% Total: 38.6%
VI.A.8	<p>Adoption/Guardianship Finalization: For all children whose parental rights are terminated or released during the reporting period (and any appeals completed), at least 80% will have their adoptions or guardianships finalized within 12 months of final termination or release of parental rights.</p> <p><i>Any exclusions to be noted here.</i></p>	DeKalb: 45 Fulton: 10 Total: 55	DeKalb: 57 Fulton: 11 Total: 68	DeKalb: 79% Fulton: 91% Total: 81%

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Section	Outcome	Numerator	Denominator	Metric
VI.A.9	Permanency Efforts (15/22): At least 95% of all foster children who reached the point of being in custody for 15 of the prior 22 months shall have had either (a) a petition for the termination of parental rights filed as to both parents or legal caregivers as applicable, or (b) documented compelling reasons in the child's case record why termination of parental rights should not be filed.	DeKalb: 435 Fulton: 332 Total: 767	DeKalb: 451 Fulton: 350 Total: 801	DeKalb: 97% Fulton: 95% Total: 96%
VI.A.10	Sibling placement: At least 80% of all children who entered foster care during the reporting period along with one or more siblings shall be placed with all of their siblings, subject to the following exceptions: (a) doing so is harmful to one or more of the siblings, (b) one or more of the siblings has exceptional needs that can only be met in a specialized program or facility, (c) the size of the sibling group makes such placement impractical notwithstanding diligent efforts to place the group together; or (d) the siblings are placed with relative.	DeKalb: 155 Fulton: 96 Total: 251	DeKalb: 157 Fulton: 96 Total: 253	DeKalb: 99% Fulton: 100% Total: 99%
VI.A.11	Multiple Placement Moves: The rate of placement moves in foster care shall be no more than 3.67 moves per 1,000 days in foster care.	DeKalb: 876 Fulton: 773 Total: 1649	DeKalb: 296631 Fulton: 221360 Total: 517991	DeKalb: 2.95 Fulton: 3.49 Total: 3.18
VI.A.12	Caseworker Continuity: At least 90% of all children in custody at a point in time during the reporting period shall have had 2 or fewer DFCS placement case managers during the prior 12 months in custody. This measure shall not apply to cases that are transferred to an adoption case manager; case managers who have died, been terminated, promoted, or transferred to another county; or case managers who have covered a case during another case manager's sick or maternity leave.	DeKalb: 719 Fulton: 489 Total: 1208	DeKalb: 809 Fulton: 578 Total: 1387	DeKalb: 89% Fulton: 85% Total: 87%
VI.A.13	Visitation (Worker-Child): At least 96.25% of the total minimum number of one in-placement visit per month and one additional private visit per month between case managers and children during the reporting period shall have taken place. Visits in excess of this required minimum of one in-placement and one private visit per month shall be excluded when calculating this percentage.	DeKalb: 9035 Fulton: 7203 Total: 16238	DeKalb: 9317 Fulton: 7319 Total: 16636	DeKalb: 96.82% Fulton: 98.36% Total: 97.6%
VI.A.14	Visitation (Parent-Child): At least 85% of the children with a goal of reunification shall have had appropriate visitation with their parents to progress toward reunification	DeKalb: 1700 Fulton: 1470 Total: 3170	DeKalb: 1913 Fulton: 1616 Total: 3529	DeKalb: 88.9% Fulton: 91% Total: 89.8%

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Section	Outcome	Numerator	Denominator	Metric
VI.A.15	Visitation (Worker-Caregiver): DFCS placement case managers shall visit each child's foster parent, group care setting, or other caregiver setting at least one time each month. At least 95% of the total minimum number of required monthly visits by placement case managers to caregivers during the reporting period shall have taken place. Visits to any caregiver with respect to the same child in excess of the required one visit per month shall be excluded when calculating this percentage	DeKalb: 4513 Fulton: 3531 Total: 8044	DeKalb: 4688 Fulton: 3662 Total: 8350	DeKalb: 96.3% Fulton: 96.4% Total: 96.3%
VI.A.16	Visitation (Between Siblings): Children who have one or more siblings in custody with whom they are not placed shall be provided a visit with their siblings at least one time each month, unless the visit is harmful to one or more of the siblings, the sibling is placed out of state in compliance with ICPC, or the distance between the children's placements is more than 50 miles and the child is placed with a relative. At least 90% of the total minimum number of required monthly sibling group visits shall have taken place during the reporting period. Visits among siblings in excess of the required one visit per month shall be excluded when calculating this percentage.	DeKalb: 546 Fulton: 555 Total: 1101	DeKalb: 609 Fulton: 596 Total: 1205	DeKalb: 89.7% Fulton: 93.1% Total: 91.4%
VI.A.17	Education: At least 56% of children discharged from foster care at age 18 or older shall have graduated from high school or earned a GED. <i>This metric is generated annually in the report covering the period that ends December 31 of each year.</i>	DeKalb: 23 Fulton: 26 Total: 49	DeKalb: 48 Fulton: 47 Total: 95	DeKalb: 48% Fulton: 55% Total: 52%
VI.A.18	Placements Not in Full Approval Status: At least 98% of all foster placements serving class member children shall be in full approval and/or licensure status. In computing this percentage, each placement shall be weighted by the approved and/or licensed capacity of that placement.	Total: 2818	Total: 3059	Total: 92%
VI.A.19	Six-Month Case Plan Review: At least 95% of foster children in custody for six months or more shall have either had their six-month case plan review completed by the Juvenile Court within six months of their prior case plan review, or DFCS shall have submitted the child's six-month case plan to the Juvenile Court and filed a motion requesting a six-month case plan review within 45 days of the expiration of the six-month period following the last review.	DeKalb: 42 Fulton: 32 Total: 74	DeKalb: 42 Fulton: 33 Total: 75	DeKalb: 100% Fulton: 97% Total: 99%

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Section	Outcome	Numerator	Denominator	Metric	
VI.A.20	Permanency Hearing: At least 95% of foster children in custody for twelve or more months shall have either had a permanency hearing held by the Juvenile Court within 12 months of the time the child entered foster care or had his or her last permanency hearing, or DFCS shall have submitted the documents required by the Juvenile Court for and requested a permanency hearing within 45 days of the expiration of the 12-month period following the time the child entered foster care or had his or her last permanency hearing.	DeKalb: 35 Fulton: 26 Total: 61	DeKalb: 36 Fulton: 26 Total: 62	DeKalb: 97% Fulton: 100% Total: 98%	
VI.A.21	Health/Educational Needs. Of children in care at a point in time at end of reporting period, 92 percent shall have met each need documented in most recent plan: Medical, Dental, Mental Health, Educational.	See Below			
		Medical Needs	DeKalb: 46 Fulton: 36 Total: 82	DeKalb: 49 Fulton: 38 Total: 87	DeKalb: 94% Fulton: 95% Total: 94%
		Dental Needs	DeKalb: 42 Fulton: 36 Total: 78	DeKalb: 49 Fulton: 37 Total: 86	DeKalb: 86% Fulton: 97% Total: 91%
		Mental Health Needs	DeKalb: 37 Fulton: 25 Total: 62	DeKalb: 39 Fulton: 27 Total: 66	DeKalb: 95% Fulton: 93% Total: 94%
		Education/ Developmental Needs	DeKalb: 46 Fulton: 35 Total: 81	DeKalb: 49 Fulton: 37 Total: 86	DeKalb: 94% Fulton: 95% Total: 94%
VI.B.22²²	Corporal Punishment: At least 98% of all foster homes will not have an incident of corporal punishment (any physical punishment of a child that inflicts pain) within the previous 12 months.	Total: 81%	Total: 82%	Total: 99%	

²² VI.B metrics are currently Attained Outcomes.

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Section	Outcome	Numerator	Denominator	Metric
VI.B.23	Timely Discharge to Permanency: Of all children who enter foster care in a 12-month period, at least 40.5% shall be discharged to permanency within 12 months of entering foster care. Permanency, for the purposes of this measure, includes reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.	DeKalb: 176 Fulton: 131 Total: 307	DeKalb: 422 Fulton: 327 Total: 749	DeKalb: 41.7% Fulton: 40.1% Total: 41%
VI.B.24	Adoption Disruptions: No more than 5% of adoptions finalized during the reporting period shall disrupt within the 12 months subsequent to the reporting period.	DeKalb: 0 Fulton: 0 Total: 0	DeKalb: 56 Fulton: 37 Total: 93	DeKalb: 0% Fulton: 0% Total: 0%
VI.B.25	Placement Within County: At least 90% of all children at a point in time during the reporting period shall be placed in the county from which they were removed or within a 50-mile radius of the home from which they were removed. This measure is subject to the following exceptions: (a) the child's needs are so exceptional that they cannot be met by a family or facility meeting these geographical restrictions, (b) the child is placed through the ICPC consistent with its terms, (c) the child is appropriately placed with relatives, or (d) the child is in an adoptive placement with a prospective adoptive family pursuant to an appropriate placement agreement, but before the entry of the adoption decree by the court	Total: 1314	Total: 1392	Total: 94%
<i>As noted above, the methodology for this metric changed. Rather than being evaluated through case review, the Data Unit generated a metric using the entire class of children in placement on the last day of the period. To generate the final metric – they considered who in placement on 6/30/2018 was placed in the w/in 50 miles of their removal address, was placed within the same county as their removal county, or qualified for an exception as stipulated in the agreement. The numerator was adjusted upward to reflected both those that met the standard AND those who were exceptions. The reciprocal of the numerator is the measure. See below for the adjustments.</i>				
		Placed	Denominator	Numerator
Total in Placement on 12/31/2019		1392	1392	1314
			% of those placed	
Placed in Same County		469	34%	469
Placed in Different County		923	66%	
Different County & exception placement		201	14%	201
Different County		722	52%	722
Different county & placed w/in 50 miles		635	46%	635
Different county & placed greater than 50 miles		87	6%	87
Different county, > than 50 miles & exempt		9	1%	9
Different county, > than 50 miles & NOT exempt		38	3%	

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Section	Outcome	Numerator	Denominator	Metric
VI.B.26	Visitation (Worker-Child): At least 96.25% of the total minimum number of monthly private, in-placement visits between case managers and children during the reporting period shall have taken place. Visits in excess of the required one private visit per month shall be excluded when calculating this percentage.	DeKalb: 4495 Fulton: 3577 Total: 8072	DeKalb: 4693 Fulton: 3671 Total: 8364	DeKalb: 95.6% Fulton: 97.4% Total: 96.5%
VI.B.27	Court Orders: At least 95% of foster children in custody at a point in time during the reporting period shall have all applicable language in court orders necessary to assess qualification for federal funding under Title IV-E of the Social Security Act.	DeKalb: 46 Fulton: 40 Total: 86	DeKalb: 52 Fulton: 4240 Total: 92	DeKalb: 88% Fulton: 100% Total: 93%
VI.B.28	Capacity Limits: No more than 10% of all foster home placements serving class member children at any time during the reporting period shall exceed the following capacity limits: (a) no placement shall result in more than 3 foster children in a foster home, or a total of 6 children in the home, including the foster family's biological and/or adopted children, without the written approval of the County Director, and (b) no placement will result in more than 3 children under the age of 3 in a foster home. The only exception to these capacity limits shall be the placement of a sibling group in a foster.	Total: 0	Total: 465	Total: 0%
VII.G.1	Recurrence of substantiated investigations: Of children in each county during prior two reporting periods who experienced substantiated maltreatment, the number who were victims of a second substantiated maltreatment report during the following 12 months.	DeKalb: 5 Fulton: 20 Total: 25	DeKalb: 493 Fulton: 497 Total: 990	DeKalb: 1.0% Fulton: 4.0% Total: 2.5%
VII.G.2	Substantiated investigation following FSS case. Of cases that were referred to FSS, the number and percent for which there was a subsequent substantiated referral w/in 11-365 days of the FSS referral. For Period 25 – partial data are provided.	DeKalb: 44 Fulton: 86 Total: 130	DeKalb: 2206 Fulton: 3773 Total: 5979	DeKalb: 2.0% Fulton: 2.3% Total: 2.2%

*Kenny A. v. Deal***Table A-3: Case Managers Meeting Caseload Standards in DeKalb County on Dec. 31, 2019**

Case Manager Function	Caseload Cap: Number of Cases (Families and Children)	Number of Active Staff on 12/31/2019	Number of Active, On-Leave Staff on 12/31/2019	Actual Performance		Not Meeting Cap on Assigned Caseload		Cases to be Assigned by Supervisors
				Meeting Caps on Assigned Caseload		Number	%	
CPS Investigations	12 families	24	0	13	54%	11	46%	12
Family Preservation	17 families	9	0	9	100%	0	0%	2
Permanency Case Manager	15 children	28	0	6	21%	22	79%	0
Specialized Case Manager	12 children	25	0	10	40%	15	60%	2
Adoption Case Manager²³	16 children							
Total		86		38	44%	48	56%	16

²³ All adoptions caseloads are included in the specialized and permanency totals. There were 12 adoptions case managers in DeKalb on this date.

Kenny A. v. Deal**Table A-4: DeKalb County Supervisory Ratios on Dec. 31, 2019**

Program/Service Area	Number of Units Total	Meeting 1 to 5 Ratio		Not Meeting 1 to 5 Ratio	
		Number	Percent	Number	Percent
Child Protective Services (Investigations and Family Preservation)	11	11	100%	0	0%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	16	16	100%	0	0%

Table A-5: Case Managers Meeting Caseload Standards in Fulton County on Dec. 31, 2019

Case Manager Function	Caseload Cap: Number of cases (families and children)	Number of Active Staff on 12/31/2019	Number of Active, On-leave Staff on 12/31/2019	Actual Performance				Cases to be Assigned by Supervisors Number
				Meeting Caps on Assigned Caseload		Not Meeting Cap on Assigned Caseload		
				Number	%	Number	%	
CPS Investigations	12 families	23		12	52%	11	48%	2
Family Preservation	17 families	9		9	100%	0	0%	10
Permanency Case Manager	15 children	33		33	100%	0	0%	0
Specialized Case Manager	12 children	31		25	81%	6	19%	0
Adoption Case Manager ²⁴	16 children							
Total		96		79	82%	17	18%	12

²⁴ All adoptions caseloads are included in the specialized and permanency totals. There were five adoptions case managers in Fulton on this date.

*Kenny A. v. Deal***Table A-6: Fulton County Supervisory Ratios on December 31, 2019**

Program/Service Area	Number of Units Total	Meeting 1 to 5 Ratio		Not Meeting 1 to 5 Ratio	
		Number	%	Number	%
Child Protective Services (Investigations and Family Preservation)	11	10	91%	1	9%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	18	17	94%	1	6%

Table A-7: Region 14 Caseload Managers Meeting Caseload Standards on Dec. 31, 2019

Case Manager Function	Caseload Cap: Number of cases (families and children)	Number of Active Staff on 12/31/19	Number of Active, On-leave Staff on 12/31/19	Actual Performance				Cases to be Assigned by Supervisors Number
				Meeting Caps on Assigned Caseload		Not Meeting Cap on Assigned Caseload		
				Number	%	Number	%	
CPS Investigations	12 families	47		25	53%	22	47%	14
Family Preservation	17 families	18		18	100%	0	0%	12
Permanency Case Manager	15 children	61		39	64%	22	36%	0
Specialized Case Manager	12 children	56		35	62%	21	38%	2
Adoption Case Manager ²⁵	16 children							
Total	12 children	182		117	64%	65	36%	28

²⁵ All adoptions caseloads are included in the specialized and permanency totals. There were 15 adoption case managers in the Region on this date.

*Kenny A. v. Deal***Table A-8: Region 14 Supervisory Ratios on Dec. 31, 2019**

Program/Service Area	Number of Units	Meeting 1 to 5 Ratio		Not Meeting 1 to 5 Ratio	
	Total	Number	%	Number	%
Child Protective Services (Investigations and Family Preservation)	22	21	95%	1	5%
Permanency Case Managers (Regular and Specialized) (includes Adoptions)	34	33	97%	1	3%

APPENDIX B – GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

DHR means Georgia Department of Human Resources.

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

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

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

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

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

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

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

Governor means the Governor of the State of Georgia.

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

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

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

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

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

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

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

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

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

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

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