

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

Goal: To improve the incidence of maltreatment in foster care

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Oct. 2002	Examine the policy and training of foster parents and social services staff	March 2003 ACF Approved Requesting a date change to September 2003 (for the training)	Liz Bryant, Winifred Abdullah, Betty Wright, Geraldine Jackson-White	Review ed foster care policy and training modalities.	Partially Achieved. Foster care policies and guidelines, and pre-service training modalities have been reviewed and discussed to determine their impact on child maltreatment. Examination of Social Services staff training still to be conducted.	
Dec. 2002	Recommend policy and training changes for foster parents and social services staff	Dec. 2002 Expected completion date June 2003	Liz Bryant, Winifred Abdullah, Betty Wrights, Geraldine Jackson-White	Completed policy addressing discipline and safety issues in foster homes; completed review of training modalities.	Partially Complete. Foster care policies and guidelines have been developed to address acceptable parameters in disciplining children in foster care, including a Corrective Action Plan that supports and guides families in the proper care and management of children, and outlines agency and foster parent responsibilities in achieving this end. Additional foster care policy has been developed to address specific safety issues in foster homes. A review of the current in- service training approach (GPS:MAPP) with other pre-service modalities (PATH, PRIDE, Boys town, Lutheran) and current in-service training resources (Continued Parent Development Institutes and other locally sponsored training) indicate that current training needs are being met; an exploration of other training modalities to occur in the future.	
Feb. 2003	Implement new training plan in family foster care and/or institutional foster care	May 2003	Doris Walker, Liz Bryant, Professional Development Section (Geraldine Jackson-White)	Report to team	Recommendation for additional staff to provide TA training and a vendor is needed to develop a review process.	

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	<p>Evaluation:</p> <p>Quarterly monitoring reports will analyze and compare outcome data with 2001 CFSR.</p> <p>Progress/needs will be addressed and revised as needed in the Annual IV-B State Plan</p> <p>A Qualitative Case Review (QCR), similar to the CFSR, will be conducted with the assistance of the Child Welfare Policy and Practice (CWPPG) on a representative sampling of cases. DFCS county supervisors, Social Service Program staff, Consultation and Support Units, IV-B Advisory Committee members and other stakeholders may participate in this review. The results of the first QCR will be included in the 2003 IV-B State</p>					

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	Plan.					

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

Goal: To improve this outcome by January 2004

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
June 2002	<p>Develop family assessment, which includes policy for the assessment of mental health, substance abuse and domestic violence needs and prevents premature case closure.</p> <ul style="list-style-type: none"> Review existing assessment policy in CPS and Foster Care. Review includes multi-disciplinary team and experts in the field. Develop revised CPS policy, training and 	Jan. 2004	Protective Services and Foster Care Policy Committee;, CPS, Foster Care Units, Office of the Child Advocate;, Professional Development Section;, Social Services Section as deemed appropriate;, DFCS Economic Support Section;, Substance Abuse Assessment Workers.	<p>Development of recommendations for policy, practice and training based on the completed review. Policy, practice and training steering meetings. Written revised policy. Recommendations for training and budget for implementation of recommendations.</p> <p>Monitoring Steps (Family Assessment and DV): Participant notes and meeting minutes, Policy Draft, and Training and budget recommendations. Core competency development by Professional Development Section for future training. CPS Policy/Procedure Training</p>	<p>Partially Achieved.</p> <p><u>Achieved January 2003</u></p> <p>Existing CPS policy was reviewed and decisions made on how to revise CPS policy to expedite decisions about safety, well being and permanence and to bring it more in line with existing foster care policy that already includes an expanded family assessment. For CPS, a decision was made that this will be accomplished by requiring a more comprehensive family assessment followed by a family team meeting. Review periods will change from a maximum of three months to a maximum of six months. If sufficient change is not made by the end of fifteen months (in line with foster care time standard for TPR requirements), policy will require a multi-disciplinary staffing to determine plan for immediate safety of children.</p> <p>Work group for developing family assessment included state and county DFCS, Child Welfare Policy and Practice Group, Office of the Child Advocate. This group met 12/01 through 6/02 and designed new family assessment process. This new process requires a much more in depth study of the family, including individual family members. Required information covers many functioning, looking at individual children and adults in the household. Requirements also</p>	<p>Additional policy and procedure will add to the responsibilities of CPS staff, whose numbers continue below what is needed to adequately handle the number of CPS cases in the state. It is anticipated that training on Domestic Violence policy/procedure will alleviate some of these concerns. Preplanning for the pilot for DV policy is underway in two selected counties. Meetings with DFCS, local law enforcement and other community players have begun. Each county will demonstrate a different approach to piloting policy. One county will pilot a 'first responder' concept, for which DFCS will provide support for additional staff who will respond</p>

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	<p>and staffing recommendations.</p> <ul style="list-style-type: none"> • Develop training and budget recommendations to implement revised policy. • Develop policy/procedure development for prevention of premature case closure. • Develop CPS domestic violence policy and procedure. 				<p>include completion of a genogram and eco map. By having more information about the family and more family involvement in planning, better case plans and better results for change are expected. With more information, it will be possible to better assess mental health, domestic violence and substance abuse. Better assessment is one way to help reduce premature case closure.</p> <p>Work group for policy and procedure development for new family team meeting procedures for CPS families included state and county DFCS, Child Welfare Policy and Practice Group, Office of Child Advocate, state Professional Development (training), Family Connection Partnership. CPS policy/procedure for family assessment and family team meeting (FTM) has been completed for nine-county pilot (completed December 2002). This includes guidelines, within the family assessment, to collect information for better assessment of mental health, substance abuse and domestic violence. The nine pilot counties received this policy and procedure in December 2002. The FTM should also help reduce premature case closure, since it provides the opportunity to discuss problems (MH, DV, SA) identified during the assessment.</p> <p>Work group for developing domestic violence (DV) policy and procedure includes state and county DFCS, state DV staff, DV shelter representatives. Draft policy development was completed in January 2003. The pilot counties have the policy and are in pre-planning stage toward implementation of the pilot. Greater awareness and assessment of domestic violence should result in a more comprehensive case plan</p>	<p>with law enforcement on DV calls and make a decision of whether a case is (1) assigned for further CPS investigation, (2) is referred for early intervention services or (3) determine there is no DV concern.</p> <p>Two barriers to accomplishing the steps of this section are the continued workload size and the turnover rate of staff. Both high caseloads and lack of experience hurt the results that the state is trying to accomplish.</p>

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					<p>and thus reduce premature case closure.</p> <p><u>Continues in Process</u></p> <p>Professional Development Section is on track with core competency development. That Section has also begun development of CPS training topics that will be available to staff via the Internet.</p> <p>Work on premature case closure began December 2002. The Protective Services Unit is emphasizing in policy training sessions throughout the state the need to achieve goals prior to case closure. Policy training will have been held in all parts of the state by December 2003.</p>	
June 2002	<p>Develop and implement community partnerships for the protection of children (CPPC) in representative counties.</p> <p>Core strategies developed by CPPC and Annie Casey, are:</p> <p>1). An individualized course of action for each child and</p>	Jan. 2004	Representatives of DFCS and Family Connections, Children's Trust, Prevent Child Abuse in Georgia and allied agencies, CPPC community partners.	Partners identified and committed to development of strategies. Nine county implementation of phase I that includes coordinated and functioning hub neighborhoods. Data from these counties of the number of both CPS and non-CPS families living in the hub communities and receiving CPS and/or ICA services. Data is anticipated to indicate effectiveness of CPPC intervention	<p>The framework for change, based on the core strategies for community partnership, is in place with a Steering Team, Design and Implementation Team and designated Work Teams meeting and working to fully implement the core strategies in the nine CPPC counties.</p> <p>All nine counties have a community hub coordinator in place and involved in identifying community resources and needs. Coordinators are responsible for additional resource development, within the identified hub communities, that will meet needs of ICA families. Hub coordinators are participating with CPPC community support teams and continue to build their community partnership groups.</p>	Funding for expansion of this program to additional counties is unlikely for the next fiscal year. Because counties are just now beginning to work with new procedures for family assessments and family team meetings in their hub communities, there is no database for measuring the effectiveness of FTM. This measure will be established over the next twelve months, beginning January 2003; however, because progress is

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	<p>family identified by community members as being at substantial risk of child abuse and neglect.</p> <p>2). A network of neighborhood and community supports.</p> <p>3). New policies, practices, roles and responsibilities within the public CPS agency.</p> <p>4). A collaborative decision-making capacity to guide and sustain the partnership.</p> <p>Steps for fulfilling these strategies continue and include:</p> <ul style="list-style-type: none"> • Identify community partners. • Strategy development, resource development 			<p>by measuring whether a new CPS case is opened within a year of closure of CPS/ICA services on either similar allegations or on different allegations.</p>	<p>Funding for the hubs was identified through Safe and Stable Families. The nine pilot counties received from \$20,000 -\$30,000 each.</p> <p>The Family Connection Partnership eMagazine <u>Connected</u> is a source of information about funding opportunities, training opportunities (e.g. Family Connection Partnership Finance Learning Institutes are scheduled throughout the state in April -- May 2003) and other topics important to CPPC communities. It is available to CPPC hub coordinators, community partners and others involved with developing community partnerships.</p> <p>A Family Connection trainer, beginning in April 2003, is providing additional training for hub coordinators, community partners and DFCS staff.</p> <p>The E & R section researched what information can be pulled from its current review guides and how to include as many family and service issues as possible in the guide. Review guides have been updated.</p>	<p>based on number of families coming back into the system after case closure, it will probably be two to three years before there is a good database to work from. The first quarterly reporting by the nine hub counties is due in April 2003. This will be the beginning of data collection on families served through this initiative and will provide data for comparison of how many of these families later come into the CPS system as compared with non-hub families with new reports of CPS within a year of closure. Data will also include data on families living outside the hub community who had a family assessment and family team meeting.</p>

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	<p>nt, partnership building and outcome and planning.</p> <ul style="list-style-type: none"> • Provide support • Help hub coordinator s identify and apply for available grant money for CPPC hub resource developme nt. • Determine how best to incorporate an annual qualitative case review on a representati ve sample of case records. 					
Sept. 2002	Develop and provide for CPS and foster care training to handle requests for case-	Jan 2004 January 2003 (actual completion date)	State Protective Services Unit	Protective Services Unit has incorporated material in state CPS policy training that was provided to	State CPS staff is including an expanded segment in CPS policy training in 2003 that focuses on requirements of open records and staff responsibility. Three policy-training sessions of 2 1/2 days each are planned for each	Statewide CPS Panel has not fulfilled its initial plans to participate in this project. This project

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	<p>related information through the open record act.</p> <ul style="list-style-type: none"> Request Statewide CPS Advisory Panel to provide recommendations. 			<p>every CPS and FC worker in 2002 and is scheduled throughout the state every year. Number of CPS staff trained will be available.</p>	<p>quarter of 2003. These are scheduled in all regions of the state and began in February. Other skills training sessions being developed for 2003 are 'Finding Words' and 'Advanced Investigations Training.'</p> <p>The first session of 'Finding Words' was in January 2003, and a week of 'Advanced Investigations Training' is scheduled for May 2003.</p>	<p>was taken over and completed by the state office Protective Services Unit. New Barrier: Federal HIPAA requirements limit what information can be shared and how it can be shared. This will require changes in sharing information in services' cases. HIPAA requirements will also effect how information is shared and protected within team meetings and other CPS / CPPC hub activities. The department is currently determining how these requirements will be met. CPS policy and procedures will be updated to comply with requirements and HIPAA training provided to staff. Required revisions will be incorporated into policy training by July 2003.</p>
Sept. 2002	Strengthen prevention and early intervention strategies to prevent child abuse and support	Jan. 2004	Protective Services state and county staff, Grady Hospital, United Way 211 staff, DHR MHDDAD Staff.	Partnership with DeKalb and Fulton DFCS and Grady Hospital for early intervention of children at high risk.	Exploration has begun with the DHR Division of Mental Health, Developmental Disabilities and Addictive Diseases (MHDDAD), to explore using addiction specialists to participate in family team meetings. There are various Medicaid-reimbursable services that might be	No additional funding available. There is no capacity to expand the allocated funding amounts in early intervention and

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	<p>families.</p> <p>Develop and implement voluntary support for medically fragile children at high risk of abuse</p> <p>Expand capacity for parent aide and early intervention.</p> <p>Enhance access and use of UW 211 for screened out CPS calls to voluntary community assistance.</p> <p>Develop with Budget Office recommendations to adequately fund early intervention, parent aide, PUP and Homestead.</p> <p>Develop a more thorough assessment of family strengths and needs, particularly regarding the presence of substance abuse and domestic violence.</p>			<p>Partnership with United Way 211 to provide dedicated, formalized information and referral outbound calling services to CPS screened out reports.</p> <p>Number of CPS cases in CPPC hub communities with in-depth family assessment and family team meeting.</p> <p>Number of families served through early intervention, PUP, Parent Aide and Homestead programs.</p>	<p>needed as a result of a family team meeting where it is determined that identified family members need assistance with substance abuse or mental health problems.</p> <p>The success of the current partnership with Grady Hospital is incentive to extend this model to other state hospitals. Approximately fifty families have been referred to this program since inception in January 2002. There have been no reports of serious injury or child death of any of the fragile infants whose families receive services through the high-risk program.</p> <p>Parent aide and early intervention funding remain at the same level.</p> <p>For the quarter ended October 2002, there were a total of 151 referrals for screened out reports made to UA 211. A total of 62 families were available for resource referral, with a total of 355 referrals provided. Researching a way to measure outcomes for families that receive referrals through UW 211 was begun during the quarter.</p>	<p>parent aide programs. It is even possible that funding will be cut, as the Georgia legislature continues to search for ways to balance the state's budget.</p> <p>Expansion of UA 211 to other counties where this service is available will involve finding additional funding. At this time, because of state budget cutbacks, many programs are not being funded or are not being funded at an increased level.</p> <p>Maintenance of this resource is hoped for at the current level for the next fiscal year. United Way is also reducing service. Anticipated effects on intervention strategies, based on state budget cuts, are not yet known. Efforts are being made to maintain these strategies at the current funding levels.</p>

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	<p>Complete an annual Qualitative Case Review (QCR), similar to the CFSR, on a representative sampling of case records.</p> <p>Complete a comparison to the results of Georgia's 2001 CFSR and the level of compliance after additional policy clarification, training and program implementation is operational.</p>					

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

Goal: Georgia will seek to improve this indicator by 3% by September 2002 and 3% by September 2003.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
May 2002	Examine the methodology used to extract the data from the system in order to address the discrepancy in the data reported from the system and the on site review.	May 2003 ACF Approved	Shirley Vassey, Kathy Herren	Provide report of findings to team.	A change in the completion was approved. No report due for this quarter.	
March 2003	Monitoring the data on the county level on a quarterly basis will occur beginning with information for the period January to March 2003. Additionally, beginning July 2003, some type of comparison from the financial reporting of per diem payments to that of AFCARS will be made to assure all moves are reported.	June 2004 ACF Approved	Four Foster Care Consultants	Discuss Quarterly Progress with each Field Areas based on data provided by the Evaluating and Reporting Section.	A change in the completion date was approved. This Action Step was added to clarify the Program Improvement for this item. During this quarter, four consultants in the Foster Care Unit met with Field Directors and their assigned counties to discuss and review data on stability from each county. The plan to discuss and evaluate this data was discussed with each field director. Consultation and Technical Assistance will be provided to counties to assist them in identifying and resolving barriers that impact stability.	
May 2002	Analyze data at the county and worker level to identify	July 2003 ACF Approved .	Andy Barclay, Joe Wassell, Jill Andrews, TA:	Provide report of the findings to the team and each county	A change in the completion date was approved. No report is due this quarter.	

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	<p>issues of stability on a certain caseload or in a certain county. To address the data discrepancy, DFCS must complete several assessments of moves in the financial reporting system (COSTAR) to the number of moves reported in the Internal Data System/AFCARS (IDS). When the computer system upgrade is completed, DFCS will compare the number of placement moves in the data system to the number of placement moves in an on-site review of case records for children in non-related family foster homes in Toombs, Fulton and Carroll counties. The Evaluating and Reporting Section (E&R) will generate a sample of cases similar to the Child and Family.</p>		<p>Shirley Vassey, Andy Barclay</p>	<p>department.</p>		

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July 2002	Georgia will continue to require all providers to complete a multi-discipline team meeting for each comprehensive child and family assessment to determine the appropriate placement of children entering foster care within the first 30 to 60 days of the child entering care.	October 2003 ACF Approved	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Leslie Cofield, Patricia Nealy, Alice Marie Hutchison	Provide ongoing training to staff and providers.	A change in the completion date was approved. No report due this quarter.	
July 2002	Georgia will provide technical assistance (TA) to DFCS staff and private providers as to how to use FP/BP assessment information to make the most appropriate permanency decisions and implementation of wraparound services at the beginning of the child's stay in care. The FP/BP information will be used to develop more effective case plans for the child and family.	February 2004 ACF Approved	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Patricia Nealy, Alice Marie Hutchison, Leslie Cofield, Stakeholders	Provide 11 county site trainings to staff and providers beginning 7/2002 and review cases in selected counties during the annual on-site review beginning 10/2002.	A change in the completion date was approved. No report due this quarter.	
Oct. 2002	Georgia will	October 2003 ACF	Joe Wassell, Betty	Complete at least 50	A change in the completion date was approved.	

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	complete an annual review (of selected counties) of the First Placement/Best Placement Program to include on-site case reviews of 50 randomly selected cases. This review will be similar to the federal on-site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review.	Approved	Wrights, Millicent Houston, Dianne Yearby, Leslie Cofield, Alice Marie Hutchison, Patricia Nealy	case review beginning 1/2003.	No report is due for this quarter.	
Jan. 2003	Georgia anticipates that the stability of children in foster care as measured by the data system will decrease to more closely agree with file reviews after the definitions of placements are clarified in policy. Georgia will compare the stability measured by the data system before and after the policy clarification to evaluate this hypothesis.	July 2003	Shirley Vassey	Complete a report to the team.		
Jan. 2003	Analyze a sample of cases to identify	July 2003	Shirley Vassey	Complete a report to the team.	The Work Group on Stability clarified this action step in order to capture variables that impact this	

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	characteristics of children and families that might lead to disruptions.				outcome.	
Jan. 2003	Analyze a sample of cases to identify characteristics of placements that are associated with multiple disruptions.	July 2003	Shirley Vassey	Complete a report to the team.	The work Group on Stability clarified this action step in order to capture variables that impact this outcome.	
January 2003	<p>If the stability as measured by the data systems and file reviews has not improved significantly within 2 quarters, then the following additional actions will be taken:</p> <p>Recommend additional training and policy changes.</p> <p>Identify additional factors that may contribute to the stability of children in foster care.</p>	April. 2003 Georgia is requesting an extension to September 2003.	Joe Wassell, Betty Wrights, Millicent Houston, Dianne Yearby, Alice Marie Hutchison, Patricia Nealy, Leslie Cofield	Complete a report to the team.	Georgia is requesting an extension for this Action Step. Due to preparation for the Inspector General EPSDT Review; a 25% increase in the number of Interstate Compact case request and a complete review of 120 First Placement/Best Placement providers, the four Foster Care Consultants have not had sufficient time to initiate the case reviews.	

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

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	Continue annual request to state legislature for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	DHR Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement - 171; 2002 -- 100; 2003 - 100	The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03. <u>No report due this quarter.</u>	Economic down turn in Georgia may prohibit the authorization of staff as recommended.
Jan. 2002	Maintain accurate documentation of every placement of a child in foster care Evaluation: Spot checks of files will be performed by the E & R group to make sure this documentation is occurring. Evaluation: All needed information about placements will be available for next Federal Review.	May 2003 ACF Approved Georgia is requesting to change the completion date to July 2003	County Supervisors, County Directors, Field Directors	Have developed staff performance standards with DFCS county staff, Field Directors, and social service staff to assure that case files are accurately documented to reflect every placement of a child in foster care.	Supervisory tools are under development and the information system is being enhanced to account for the placement of every child in custody.	The statewide database has been completed for the placements of all children in custody. Phase 2 will be complete in the Spring of '03 and will account for each child in care. Developing the statewide database was labor intensive and required additional support and checking for accuracy.
May 2002	Require that permanency goals be documented as part of the on-line Case Plan Reporting System, CPRS	May 2003 ACF Approved	Kelli Stone, Field Directors, County Directors, Supervisors, Consultation & Support Unit, Mentor Unit	Every child coming into care will have a case plan in the CPRS.	Partially achieved. There is an ongoing implementation plan for CPRS that will eventually include all 159 counties. Currently, 104 of the 159 counties have been trained to use the new system. After the implementation plan is complete at the end of January 2003, the quarterly reports about permanency goals will	The training of all 159 counties (1,200 caseworkers) and juvenile court judges and staff (approximately 100 judges) has taken

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	System, CPRS Evaluation: A report will be developed quarterly from the CPRS about documented permanency goals from around the state.				begin <u>No report is due for this quarter</u>	longer than planned but will be complete January 2003.
Mar. 2002	Conduct annual training for judges, case managers, Sags, GALs, parent attorneys, CASAs, and Citizen Panel volunteers on the Permanency Hearing requirements. Evaluation: Georgia's Court Improvement Project (CIP) will evaluate a sample of court case files annually to see if permanency hearings are occurring for every child.	November of every year: Two cross cultural trainings will be completed by Nov. 2004	Michelle Barclay, Wilfred Hamm, Geraldine Jackson White	Permanency hearings will take place in juvenile court for every child in state care no later than 12 months after a child has entered foster care and periodically no later than 12 months thereafter if the child remains in care.	Partially achieved. The 3 rd Annual Child Placement Conference Cross-Training Conference took place November 2002. Judges, case managers, Saags, GALs, parent attorneys, CASAs, and Citizen Panel volunteers attended. Workshops were taught on the requirement that permanency hearings occur in every case. The 4th annual Child Placement Conference is being planned for Atlanta at this time for November 12-14, 2003. During the summer of 2002, the Court Improvement Project (CIP) reviewed random court case file reviews of 9 counties across Georgia. The judges and staff of those courts were either interviewed or surveyed regarding caseload and resource allocation. In addition, 70 court-hearing observations were performed. This work was collected in a database and shared with the National Council of Juvenile and Family Court Judges Permanency Planning Department. From the initial report and the sample of data it does not appear that permanency hearings are occurring in every case. Further interviews reveal that while permanency issues are being addressed in court hearings, but are not being properly documented. A report has been written from this data and has been distributed to DHR and is posted on the CIP website: http://www.state.ga.us/courts/supreme/cpp/	

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					A second CIP study is being planned for the summer of 2003 and the National Council of Juvenile and Family Court Judges has again agreed to do the data analysis.	
May 2002	<p>Post the foster parent manual on the Internet to reduce the costs of printing as well as to ensure it is accessible to all who need it.</p> <p>Evaluation: Log files will be examined to see if the manual is getting used.</p>	Sept. 2003 ACF Approved	Liz Bryant, Brad Pasto	The manual posted on the Internet.	<p>The DFCS Information Technology representative will complete posting on the Internet.</p> <p><u>A change in completion date was approved. No report is due for this quarter.</u></p>	
Nov. 2001	<p>Expand options with the private sector such that the Fulton and DeKalb Emergency facilities will no longer be operated by these DFACS agencies and that they comply with the Office of Regulatory Services standards, reviews and findings.</p> <p>Evaluation: Fulton and DeKalb Emergency Placement shelters</p>	June 2003 ACF Approved	Juanita Blount-Clark, Office of Regulatory Services	County DFACS will no longer own the DeKalb and Fulton Emergency facilities.	<p>Partially achieved. The Fulton County Shelter was closed 12/02. Plans are on track for the DeKalb Shelter to cease operations in the Spring '03. Responsibility for emergency services had been released for bid and a vendor selected.</p> <p><u>A change in completion date was approved. No report is due for this quarter.</u></p>	

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	will be privatized.					
Nov. 2001	<p>Recruit and maintain more minority foster and adoptive resources giving special attention to placements for minority children.</p> <p>Evaluation: The results of the campaign will be measured to see if it results in an increase of minority placement recruitment and which tactics were most effective.</p>	Sept. 2004	Liz Bryant Doris Walker	A campaign will be launched to focus on recruiting minority foster and adoptive parents for minority children. Increase the numbers of minority parents by 15% in 2002; by 25% in 2003; and by 25% in 2004.	<p>Partially achieved. Materials have been completed and mailed to county DFCS offices for support of the recruitment campaign beginning February 2003.</p> <p><u>A change in completion date was approved.</u> <u>No report is due for this quarter.</u></p>	

Work Plan Detail E -- Item 9, Adoption

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

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Aug. 2002	<p>Improve accountability for ensuring existing policies and procedures related to filing of TPR are adhered to:</p> <p>Develop standards of measurement for county compliance in filing for TPR.</p>	June 2003	Field Directors, Professional and Administrative Development Section, Evaluation & Reporting Section, Vivian Egan	Revision and utilization of review instruments to include newly developed standards.	<p>Partially Achieved. No report is due for this quarter.</p> <p>One meeting was held to develop standards and incorporate them into performance management plans. Another meeting will be held during next quarter to continue development of standards.</p>	Standards have not been developed
July 2002	<p>Develop measures to determine that TPR is filed according to ASFA and policy:</p> <p>Expand utilization of Case Plan Reporting System (CPRS) to assist the counties in identifying cases appropriate for TPR and non-reunification.</p>	June 2004	Michelle Barclay, Kelli Stone, Evaluation & Reporting Section	The CPRS will be used in all 159 counties.	<p>Partially Achieved.</p> <p>Response as of 4/16/2003: All 159 counties have been trained. All the judges have been trained. For the month of March 2003, there were 2154 successful logins to the system. As of this date there are 11, 884 case plans in various states of revision in the system. The DFCS Director's office issued a mandate to county offices that CPRS is the mandated method of completing case plans for all children entering care. The Foster Care Unit revised policy to include CPRS.</p>	On-going training and staff support is needed immediately for the system that is being pulled together. The CPRS Policy has not been approved and disseminated to the counties.
Dec. 2002	<p>Develop measures to determine that TPR is filed</p>	June 2004	Michelle Barclay, Kelli Stone, Evaluation &	Timely filing of TPR	Partially Achieved. No report is due for this quarter.	Current data is not available. Contract needs to be put in

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>according to ASFA and policy:</p> <p>Develop capacity within CPRS or another reporting system to produce an exception report when TPR and non-reunification are not filed timely.</p>		Reporting Section		A work committee reviewed the CPRS and proposed a way to capture this information in the CPRS as a data element and as a report.	place to develop this new feature in the CPRS for DHR.
Jan. 2002	<p>Develop strategies in partnership with the law department that will urge the SAAGS to file TPR within 30 days of receipt of complete legal services referral and prepare court orders within 15 days of termination hearing:</p> <p>Develop a referral packet for counties to use to properly put together a legal referral.</p>	July 2004	Vivian Egan, Linda Doster, DFCS Social Services Section	Decrease in length of time to file TPR. Development of legal services referrals and protocol packets, which will be incorporated into policy and distributed to county departments and SAAGS.	<p>Goal achieved.</p> <p>Policy has been reviewed and finalized. Print/Distribution process to begin April 2003.</p>	Print/Distribution process requires a minimum of six weeks to complete.
July 2002	<p>Determine statutory changes needed that will impact length of time to achieve adoption:</p>	July 2004	DFCS Social Services, Vivian Egan, LaMarva Ivory, Office of Adoptions, Legislation Team,	Introduction of statutory change. Passage of statutory change	<p>Partially Achieved. No report is due for this quarter.</p> <p>Office of Adoptions submitted proposal of recommended changes to Chapter 19-8 of the O.C.G.A to the DHR Commissioner's Office in</p>	Changes to Code require Legislative approval; Changes in State government Leadership have caused delays in new

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>adoption:</p> <p>Recommend change to Chapter 19-8 of the O.C.G.A. to allow state and agency adoptions to be heard 15 -- 30 days from filing of petition (rather than the current minimum of 60 days).</p>		and, Jim Martin		August 2002. The recommendation was approved by the Governor's Office and has been drafted and included as a part of other proposed legislation to change the Adoptions Code. Proposed changes have been presented to the General Assembly and are awaiting a final vote.	legislation being introduced/passed; Opposition to other changes include in this piece of proposed legislation; Legislative session may end without a vote on proposed changes.
June 2002	<p>Determine statutory changes needed that will impact length of time to achieve adoption:</p> <p>Recommend change to section 15-11-103(d) of the O.C.G.A. to require post termination reviews every six months rather than annually.</p>	<p>May 2002 (completed)</p> <p>Previously reported completed May 2002. This completion was reported in error. Requesting approval to re-negotiate completion date to June 2004.</p>	DFCS Social Services, Vivian Egan, LaMarva Ivory , Office of Adoptions, Legislation Team, and, Jim Martin	Introduction of statutory change. Passage of statutory change	<p>Partially Achieved. No report is due for this quarter.</p> <p>Office of Adoptions submitted proposal of recommended changes to Chapter 19-8 of the O.C.G.A to the DHR Commissioner's Office in August 2002. The recommendations were forwarded to the Governor's Office for consideration. As of April 2003, this proposed change has not been included in any legislation presented to the General Assembly. A sponsor has not been secured. Current plans are to reconvene group to discuss need for statutory change and discuss alternatives to achieve goals.</p>	<p>Changes to Code require Legislative approval; Changes in State government Leadership have caused delay in new legislation being introduced; Securing a legislator to sponsor proposed changes; Legislative session will end without proposed legislation being introduced; Varying opinions and concerns over need for this statutory change</p>
Jan. 2002	<p>Include post termination requirements in CPRS review:</p> <p>Develop prototype of CPRS that includes specific</p>	Dec. 2002	Michelle Barclay, Kelli Stone, Office of Adoptions	Development of prototype and implementation of pilot project.	<p>Goal Achieved.</p> <p>A prototype was developed and is being implemented statewide. Several reports developed within CPRS to find all reunification, non-reunification or concurrent case plans by county and by date. In addition, an online adoption checklist has been developed within</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	elements of adoption policy.				CPRS so that counties and the state can track the progress of a child post termination via the caseworker checking off the tasks on the checklist.	
Mar. 2002	Include post termination requirements in CPRS review: Pilot in Dekalb County.	July 2002	Michelle Barclay, Kelli Stone, Office of Adoptions	Measure of success of utilization in pilot area for improved outcomes. Measure the effectiveness of the new information provided by CPRS for judicial decision making by qualitative interviews with judges.	Goal Achieved. The prototype, including adoption policy, was piloted in DeKalb County. It is now implemented statewide. Both panel and court reviews can now be completed on line within the CPRS system for all staff with access to view. An adoption checklist has been added for children who are post-termination and awaiting adoption. A users group of the CPRS made up of judges and caseworkers is being established. The first phone conference/meeting for the group occurred in January 2003.	
July 2002	Include post termination requirements in CPRS review: Reviews should be completed by agency staff and provided to judges at time of post termination reviews.	June 2004 ACF Approved	Michelle Barclay, Kelli Stone, Office of Adoptions	Measure the effectiveness of the new information provided by CPRS for judicial decision making by qualitative interviews with judges.	Partially Achieved. Qualitative interviewing of usage and functionality of the judges began in February 2003. Usage of the system has increased monthly. Feedback has come forth and has produced one report of requests for changes to better serve their business process. A second focus group feedback session for the CPRS is scheduled for Friday, April 18, 2003 and a 2 nd report will be produced from that session.	No barriers at present time.
Sept. 2002	Examine foster care and adoption policy requirements for impact on length of time to achieve adoption: Evaluate policy requirements	June 2004	Office of Adoptions	Complete and distribute manual transmittals reflecting needed policy changes.	<u>Goal Achieved.</u> The policy changes were completed and the revised policy manual was distributed to the field on March 27, 2003.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	regarding reducing length of supervision for uncomplicated state adoption placements.					
Feb. 2002	<p>Develop a court order tracking system to verify full reporting of free children by county offices (until implementation of SACWIS):</p> <p>Notice to counties, Field Directors and Social Services Director on quarterly basis when child is unreported. Counties will be required to comply with policy regarding unreported children.</p>	June 2003	Office of Adoptions, Juvenile Court	Existence of an operational system.	<p>Partially Achieved.</p> <p>Initial development completed. Currently developing reports to verify data, test tracking and test data extractions.</p>	The development of reports and validation of the data.
Sept. 2002	<p>Develop a court order tracking system to verify full reporting of free children by county offices (until implementation of SACWIS):</p> <p>Referrals will be</p>	June 2004	Office of Adoptions	Early identification of children whose parental rights have been terminated.	<p>Partially Achieved.</p> <p>Initial development completed. Currently developing reports to verify data, test tracking and test data extractions.</p>	Development of a court order tracking system would need to occur in order to have ability to make referrals to C&S and RACs. Until that system is in place, progress toward this step cannot be made.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	made to Consultation & Support (C&S) and Regional Adoption Coordinators (RACs) for follow up.					
July 2002	<p>Office of Adoptions will provide DFCS and Social Services Director, Field Directors and County Directors with quarterly reports of overdue life histories:</p> <p>Standards of accountability for compliance with policy regarding Life History registration will be developed.</p>	June 2004	Field Directors;, Juanita Blount-Clark;, Foster Care Unit;, Child Welfare Policy and Practice Group	Revision and utilization of review instruments to include newly developed standards.	<p>Partially Achieved.</p> <p>A meeting held to establish a tentative standard (80%) of compliance. Additional meetings need to be held to determine actions to incorporate the developed standards into performance management plans.</p>	Standards have been tentatively developed; Development of plan to incorporate standards into performance management plans
July 2002	<p>Office of Adoptions will provide DFCS and Social Services Director, Field Directors and County Directors with quarterly reports of overdue life histories:</p> <p>Standards of</p>	Sept. 2003	Field Directors;, Juanita Blount-Clark;, Foster Care Unit;, Child Welfare Policy and Practice Group	Revision and utilization of review instruments to include newly developed standards.	<p>Partially Achieved.</p> <p>A meeting held to establish a tentative standard (80%) of compliance. Additional meetings need to be held to determine actions to incorporate the developed standards into performance management plans.</p>	Standards have been tentatively developed; Development of plan to incorporate standards into performance management plans

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	accountability will be included as an element in staff Performance Management Plan (PMP).					
June 2002	Court Improvement Project (CIP) will complete assessment of juvenile court processes through surveys and interviews of judges and case file review to identify specific barriers.	Sept. 2002	Michelle Barclay, Doris Walker	Identification of barriers and needs. Report of findings and recommendations.	Goal Achieved. A report was completed in January 2003 and is posted on the CIP website: http://www.state.ga.us/courts/supreme/cpp/	
March 2002	Enhance existing Adoptions A-file system to evaluate and identify whether delays are occurring between filing for adoption and finalization.	Requesting approval to change this completion date to October 2003	Office of Adoptions, IT Section, Contractor (would require funding)	Addition of needed data elements. Evaluate data to determine significance of court delays in finalization.	Partially Achieved. Project on track for October 2003 completion.	Approval process caused four months delay in hiring of contractor. Project Plan details development work for changes will begin July 2003, with implementation (deployment) of changes necessary to be compliant with PIP October 2003.
May 2002	Convene group of stakeholders, including judges, caseworkers, supervisors, SAAGS, CASAs, GALs, and panel volunteers to develop strategies to	October 2002 Sept. 2002	Michelle Barclay, Vivian Egan	A Report identifying problems will be completed.	<u>Goal Achieved.</u> A meeting of model court stakeholders, including judges, caseworkers, supervisors, SAAGs, CASAs, GAL and panel volunteers from all over the state took place on December 2, 2002 in Dublin County, Georgia. From that work, a report entitled: <i>Best Practices on Adontion Issues</i> was completed and will be	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	resolve problems and support achievements identified.				<p><i>Adoption Issues</i> was completed and will be distributed for publication on May 4, 2003 at the Juvenile Court Judge's Spring Conference. This report identifies current problems and proposes best practices for overcoming those problems and achieving permanency for children.</p> <p>The report will be posted on the CIP website after the conference.</p>	

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

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
June 2001	<p>Revise new worker and supervisor training as well as on-going training content to include a higher documentation standard for this permanency goal.</p> <p>Evaluation: Case files showing choices of emancipation or long term foster care will show thorough documentation of compelling reasons.</p>	Sept. 2003	Geraldine Jackson-White, County Supervisors, TA: Ed Fuller	Revised new worker and supervisor training as well as on-going training content to include a higher documentation standard for the permanency option long-term foster care.	No report is due this quarter.	
Sept. 2002	<p>Review all guardianship laws in Georgia to determine if any changes are needed to allow for greater compliance with the permanency goals established by ASFA. (Guardianship as defined by ASFA includes all legal arrangements that are permanent and</p>	Mar. 2004	Vivian Egan, TA: Karen Worthington	A report on the current state of guardianship laws will be prepared.	No report is due this quarter.	

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	<p>self-sustaining, thus the relationship outlives the jurisdiction of a court).</p> <p>Evaluation: DHR will propose changes in guardianship laws as necessary.</p>					

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

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	Goal #1 Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislators	Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions	It is expected that legislative approval will be sought for 100 new Child Welfare positions.	The recent change in the state's fiscal resources may offer challenges for getting this request approved, however the Governor recommended the addition of 125 casework positions.
June 2002	Goal #2 Step 1: Supervisory Review Form will be adapted to include efforts to place siblings together.	June 2004	Foster Care Unit, Professional Development Section, Kelli Stone, Kathy Herren	Revisions to Form and standards adapted	No report for this quarter.	
Feb 2003	Goal #2 Step 2: Supervisors are trained to include efforts to place siblings together in their reviews.	June 2004	Foster Care Unit, Professional Development Section, Kelli Stone, Kathy Herren	All placement supervisors will be trained on the revised Supervisory Review form and standards to document efforts to place siblings together. Efforts to place siblings in the same home will be documented in at least 90% of cases by June 2004.	Achieved The requirements for exhaustive efforts to place sibling groups together were emphasized in CPRS training sessions completed in February 2003 for staff statewide. All staff are required to document efforts to place siblings together.	
Feb. 2003	Goal #2	Mar 2003	Kelli Stone	Documented efforts to place siblings	Achieved	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Step 3: Case plan is adapted to include efforts to place siblings together.			together in the case plan.	The Case Plan has been amended to include efforts to place siblings together.	
Feb. 2003	Goal #2 Step 4: Caseworkers are trained to include efforts to place siblings together in case plan.	June 2004	Foster Care Unit, Professional Development Section, Kelli Stone, Kathy Herren	All placement caseworkers will be trained on the revised Supervisory Review form and standards requiring documentation of efforts to place siblings together. By June 2004, 90% of sibling group cases will document efforts to place siblings together.	Achieved. The requirements for exhaustive efforts to place sibling groups together are being emphasized in CPRS training sessions currently being held for staff statewide. The Case Plan has been amended to include efforts to place siblings together. The statewide CPRS training is completed.	
Mar 2002	Goal #3 Step 1: Research Hull House (IL, FL) and other states' statutory initiatives developed to maintain siblings together, including legislation, literature, participant interviews, and national resources. Research summary report prepared. Step 2: Evaluate Step 1 models for pilot in Georgia and	June 2004	Sarah Brownlee, Professional Development Section, Foster Care Unit	Step 3 -- On-going monitoring of RCS cases approved Step 4 -- on-going efforts to increase the number of homes which accept sibling groups	Achieved. Step 1 -- Jan. 2003 completed research on initiatives developed in other states to maintain siblings together. Relative Care Subsidy (RCS) training was completed in Feb. 2003. E & R statistics documents a steady increase in the number of children achieving permanency	The primary barrier in increasing the placement of sibling groups together is having enough families, who are willing to care for siblings, to come forward to begin the approval process. Heightened emphasis on this need is being made in an effort to remedy this problem. On-going.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>prepare for implementation.</p> <p>Step 3: Enhanced utilization of new Relative Caregiver Subsidy (RCS) through training and awareness.</p> <p>Step 4: Implement targeted recruitment of foster homes willing to accept sibling groups. Include importance of keeping siblings together in education of prospective foster parents.</p> <p>Evaluation: If model evaluated successfully, at least one pilot site will be implemented in Georgia and an evaluation of that pilot will take place.</p>				<p>with support from RCS funding. On-going reports.</p> <p>First Placement Best Placement (FPBP) training was completed in Feb. 2003 for all staff and many private providers.</p> <p>The importance of keeping siblings together is emphasized in all our training and communication initiatives. This is particularly evident in our recent initiatives focused on recruitment of placement resources. Foster homes are sought to serve sibling groups across the state. On-going.</p>	
Mar 2002	<p>Goal #4</p> <p>Step 1: Develop foster parent training to include specialized</p>	June 2004	Foster Care Unit, Placement Resource Development Unit	Documentation of efforts to develop resource homes accepting sibling groups, ongoing through June 2004	<p>Achieved.</p> <p>Added emphasis is being made in all aspects of our program to carefully assess and address the needs of sibling groups. This includes our efforts to develop and provide training focused on</p>	The primary barrier with this goal is identifying enough resources that are willing to take multiple children,

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	<p>segments on managing sibling groups.</p> <p>Step 2: Evaluate effectiveness of respite care funding as a strategy to prevent placement disruptions.</p> <p>Step 3: Develop resource homes to support foster parents and children in placement.</p> <p>Evaluation: Determine the number of foster parents who will accept sibling groups and establish a percentage of the additional homes needed.</p>			<p>By June 2004, a significant number of homes accepting sibling groups will be developed.</p>	<p>improving the caregiver's skills in managing sibling groups. Currently, foster parents may complete their annual training requirements locally and/or by attending the Annual Staff and Foster Parent Development Institutes and the Adoptive and Foster Parent Association of Georgia's Annual Conference. On-going.</p>	<p>particularly, sibling groups. As many homes are lost due to becoming a permanent home for a child. Replenishing homes continues to be an on-going challenge for the state.</p>

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

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	Goal #1 Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions	It is expected that legislative approval will be sought for 100 new Child Welfare positions.	The changes in the state's fiscal resources may offer challenges for getting this request approved, however, the Governor recommended the addition of 125 casework positions.
June 2002	Goal #2 Step 1: Supervisory Review Form will be adapted to include review of visits between parents and children..	June 2004	Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors	Step 1: Supervisory Review Form (SRF) and standards adapted	No Report due this quarter.	
June 2002	Goal #2 Step 2: Supervisors are trained to include visits in their reviews.	June 2004	Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors	Step 2: Supervisors trained on revised SRF Form and standards.	No report due this quarter.	
June 2002	Goal #2 Step 3: Case plan is adapted to include documentation of	June 2004	Foster Care Unit, Consultation & Support Unit, Professional Develop. Section,	Step 3: Case Plan adapted to include parent/child visitation.	No Report due this quarter.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	visits between parents and children and reasons for their location.		Kelli Stone, Field Directors, County Directors, County Supervisors			
June 2002	<p>Goal #2</p> <p>Step 4: Caseworkers are trained to include documentation of visits in case plan.</p> <p>Evaluation : Visits between parents and children and location of visits will be documented in at least 90% of cases by June 2004.</p>	June 2004	Foster Care Unit, Consultation & Support Unit, Professional Develop. Section, Kelli Stone, Field Directors, County Directors, County Supervisors	Step 4: Caseworkers trained to document child and parent visitations.	No report due this quarter.	
July 2002	<p>Goal #3</p> <p>Step 1: On-going training and professional development will include segment on importance of visitation.</p> <p>Evaluation: Evaluations of caseworker training will reflect understanding of importance of visitation.</p>	Feb. 2003 ACF Approved	Foster Care Unit	Caseworker documentation indicates increase in parent/child and sibling visitations.	Achieved. The Foster Care Unit completed First Placement Best Placement training for all placement and Child Protective Services staff, along with private providers. The importance of parent and child visitation was emphasized at each of these sessions. Funding options, suggestions for locations of visits, where visitation centers are non-existent, frequency of visits, and documentation requirements were among the topics covered in the training.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
August 2002	<p>Goal #4</p> <p>Step 1: Thorough research will be compiled and a report prepared on other states' models for successful visitation centers.</p> <p>Step 2: A 'How To' guide to develop other centers will be prepared and issued.</p>	June 2004	Ann Dennard Smith, TA: Michelle Barclay	'How To' Guide for developing visitation centers is published and disseminated statewide.	<p>Partially Achieved.</p> <p>In a collaborative effort with the Court Improvement Project (CIP) the Division requested and received assistance from the Barton Child Law and Policy Clinic at Emory University, which allowed students to research and develop a report about visitation centers in other states. They have also created a 'How to' manual for getting these set up in Georgia. These tasks have been completed have been forwarded to the Division for final review, printing and dissemination.</p>	
August 2002	<p>Goal #2</p> <p>Step 3: Communities and stakeholders will be contacted and engaged to facilitate development of visitation centers, including local judges, churches, and community groups involved with children.</p> <p>Step 4: Sites will be selected, staffing resources will be assessed and identified, and items to create a family-friendly environment will be secured.</p>	June 2004	Ann Dennard Smith, TA: Michelle Barclay	<p>Five visitation centers will be developed across the state, especially in the metro areas.</p> <p>Evaluation: Visitation centers will be measured by a documented increase in the number of visits that occur between parents and siblings.</p>	<p>Presently the state offers competitive funding opportunities for the development of Family Visitation Services Centers and the provision of reunification services through the Promoting Safe and Stable Families Program (PSSF).</p> <p>The 2003 Request for Proposals was issued in April of 2002 to over 1000 state government agencies, public and private non-profit entities statewide. A separate notice of Title IV-B, Subpart 2 (PSSF) fund availability was issued in July 2002 in partnership with the Court Improvement Project to provide program and funding information to Judicial Circuits interested in supporting the development of community-based Family Visitation Centers. This expanded notice of fund availability will continue to increase judicial support for community-based visitation and reunification services statewide.</p> <p>As a result, the number of community-based Family Visitation Centers has increased from five centers in FFY 2002 to thirteen centers in</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>2003. A key IV-B-2 funding objective is to increase not only the frequency but also the quality of visitation between parents, children and siblings in foster care.</p> <p>Evaluation:</p> <p>There has been a documented increase in the number of visits that occur between parents and siblings. Visitation conducted in these community-based settings occurs once a week during non-traditional hours and is facilitated by transportation services to remove barriers to consistent and meaningful interaction.</p>	

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

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
April 2002	Georgia will continue to require all providers to complete a Multi Discipline Team Meeting for each Comprehensive Child and Family Assessment to determine the appropriate needs and services of all children and families entering foster care program within the first 30 to 60 days of the child entering care.	Jan. 2004	Alice Marie Hutchison, Merita Roberts, Joe Wassell, Betty Wrights, Millicent Houston, Gloria Patterson, Linda Ladd, Leslie Cofield, Dianne Yearby, Patricia Nealy	Review at each annual on-site review.	<p>This Benchmark was achieved. In April 2002 all FP/BP policies and standards were revised to more clearly define the expectations and requirements for completing all aspects of FP/BP Assessments and Wrap Around Services.</p> <p>Completion Date: June 2002</p> <p>Four Foster Care Consultants have been assigned to work with county staff and other stakeholders on foster care (permanency) indicators. These staff began working on this assignment in February 2003 by meeting with field and county directors in their assigned areas.</p> <p>Completion Date: December 2002 and ongoing.</p>	
July 2003	<p>Four Foster Care consultants and other stakeholders will receive training on how to complete the qualitative review process that is similar to the CFSR.</p> <p>NEW ACTION</p>	December 2003	Alice Marie Hutchison, Leslie Cofield, Dianne Yearby, Patricia Nealy	Provide training to consultants and stakeholders by July 2003.	No report due for this quarter.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<u>BASED ON ACF APPROVAL OF 1ST QUARTER REPORT</u>					
June 2002	Complete a monthly county-by-county report as it relates to the initial assessment of the First Placement/ Best Placement Comprehensive Assessment and the identified types of placements needed and available and permanency plans of children.	October 2003 ACF Approved	Alice Marie Hutchison , Leslie Cofield, Dianne Yearby, Patricia Nealy, Doris Walker	Complete a report as to findings from July 2001 -- March 2002.	No report is due this quarter. Due to limited funds for contracts, this work group will meet to develop a survey to capture types of placements needed and available and permanency plans of children based on FP/BP assessments	
August 2003	A contractor needs to be selected to conduct a study on the efficiency of FP/BP using data from all 159 counties. NEW ACTION STEP BASED ON ACF APPROVAL OF 1 ST QUARTER PIP.	October 2003	Alice Marie Hutchison , Leslie Cofield, Dianne Yearby, Patricia Nealy, Doris Walker	Data will show that children are moving to permanency quicker with FP/BP, than without it, compared to previous years.	No report due for this quarter	Funds must be identified for a contractor.
June 2002	Complete a monthly county-by-county report as it relates to the First Placement/ Best Placement	October 2003 ACF Approved	DFCS through contractors	Complete a report as to the findings from December 2001 -- March 2002.	No report is due for this quarter.	Funds must be identified for a contractor.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Wrap Around Services used for each child in foster care.					
Oct 2002	Georgia will complete an annual statewide review of the First Placement/ Best Placement Program to include on site case reviews of 50 randomly selected cases. This review will be similar to the federal on site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review.	October 2003 ACF Approved	Alice Marie Hutchison, Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, Leslie Cofield, Dianne Yearby, Patricia Nealy, Gloria Patterson	Complete at least 50 case reviews beginning 1/2003.	Four Foster Care staff has been assigned to work with county staff and other stakeholders on this action step for foster care indicators.	
Oct. 2002	Georgia will complete an annual review throughout the state of the First Placement/ Best Placement Wrap Around Services Program by completing on-site case reviews during the same time as completing the random selected case review in #10 above.	October 2003 ACF Approved	Alice Marie Hutchison, Joe Wassell, Betty Wrights, Millicent Houston, Linda Ladd, Leslie Cofield, Dianne Yearby, Patricia Nealy, Gloria Patterson	Complete at least 50 case reviews beginning 1/2003.	No report is due this quarter.	
Jan 2003	Test whether needs	June 2004	Alice Marie	Complete additional	Foster Care Consultants have started to visit	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	and services to children and families changes after training and policy changes.		Hutchison, Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Stakeholders, Leslie Cofield, Dianne Yearby, Patricia Nealy	case reviews, if appropriate.	counties within their assigned area(s), to monitor progress on permanency issues and provide training and technical assistance.	
Jan. 2003	Identify if appropriate, other factors that may contribute to the needs and/services of children and families not being met while in foster care. Evaluation: Please see Evaluation for Items 3 & 4, page B-2.	June 2004	Alice Marie Hutchison, Joe Wassell, Betty Wrights, Gloria Patterson, Millicent Houston, Linda Ladd, Stakeholder, Leslie Cofield, Patricia Nealy, Dianne Yearby	Complete a report to the team.	No report due this quarter.	

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

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

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
April 2002	<p>Training curriculum for caseworkers will include provision to specifically address child and family involvement in case planning. Special attention will be paid to involving fathers and older children.</p> <p>Evaluation: Survey sampling of caseworkers and supervisors will be done to measure understanding. The committee and selected contractors will revise, field test and implement the Social Services New Worker curriculum. The revised curriculum will place additional emphasis on family centered practice. Completion Date: In November 2002 competencies were identified for New</p>	Sept. 2002	Professional Development Section, TA: Ed Fuller	All curricula will include those provisions.	Achieved. The DFCS Professional Development Section (PDS) established a Social Service Curriculum Advisory Committee to address the training needs of Social Services staff. Committee members include state and county staff, and other community stakeholders.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Worker Training. The Advisory Committee reviewed the first draft of the revised curriculum based on CWLA competencies. Georgia is on schedule to have the new curriculum completed by October 2003.					
April 2002	Judicial training will highlight the findings of the federal review on this item and the need for making sure that families and children are involved in their case planning. Evaluation: Survey sampling of judges will be done to measure compliance. A class on the federal PIP will be scheduled for the Spring 2003 Council of Juvenile Court Judges conference, May 4-6.	Nov. 2003	Eric John, TA: Michelle Barclay	Annual training will include session on the federal review.	The federal PIP was presented at the judge's conference during the pre-conference meetings. It has also been distributed via the web on the Georgia juvenile court judge's list serv. A class on the federal PIP was conducted during the Child Placement Conference in the fall of 2002, which was attended, by judges, caseworkers, attorneys and CASAs. The survey will be done after the spring conference class.	The agenda for the conference is generally set more than 6 months in advance but a formal class will be scheduled for the Spring Judge's conference. A survey will be done at that time.
April 2002	The CPRS will be mandated to make sure that	July 2003	Kelli Stone, TA: Michelle Barclay	All case plans will be entered into the CPRS.	Response as of 4/16/2003: All 159 counties have been trained. All the judges have been trained. The courts have hired a manager full time to	On-going training and staff support is needed for the system

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	documentation of parental involvement be collected statewide. Evaluation: A report documenting parental involvement will be generated from the CPRS and distributed monthly to supervisors and county directors. A quarterly report will be presented to the Regional IV staff after review and approval by Division, SOA and Commissioner.				serve the judge's needs for the system. For the month of March 2003, there were 2154 successful logins to the system. As of 4/16/2003 there are 11, 884 case plans in various states of revision in the system. A monthly report of parental involvement has NOT been created as of yet, due to other functionality needs of the system, which had to be addressed first.	immediately, which is being pulled together. Reporting functionality needs to be done as soon as other functionality needs have been addressed.
July 2002	Family group conferencing must be done at the 30-day case plan with multi-disciplinary staffing to ensure parental involvement in case planning. Evaluation: Sample spot checks with counties will occur to see if counties are in compliance.	June 2004	County Supervisors	Family group conferencing will take place with all foster care cases.	Achieved. All DFCS staff and FP/BP providers have received training on Family Team Conferencing and Multi-Disciplinary Team Meetings (MDT). Additional training will be offered to DFCS staff and FP/BP providers in January 2003, June 2003 and September 2003.	
Jan. 2002	Family Group Conferencing and	July 2002	Juanita Blount-Clark, Wilfred	A project manager will be assigned to	Achieved. Four Foster Care staff has been assigned to work with providers, county staff and	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>First Placement/Best Placement projects will get sufficient support, leadership and project management to ensure successful implementation and maintenance.</p> <p>Evaluation: Feedback will be sought quarterly from the project managers on progress and needs for continued successful implementation.</p>		Hamm	both programs with full support for implementation.	<p>other state office consultants to manage, monitor and provide technical assistance to counties and providers on Family Team Meetings and FP/BP services.</p> <p>Completion date: December 2002.</p>	
Sept. 2001	Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions	388 caseworker positions were requested in this year's DHR budget request to the Governor. If the Governor approves this request, then the request will go to the legislature.	There is a severe budget shortfall this year. Budget information from the Governor's office is still not available at this date.

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

Goal: Reduce caseload size

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions	The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.	Economic down turn in Georgia may prohibit the authorization of staff as recommended.
May 2002	Revise policy and practice according to need.	April 2003 ACF Approved Requesting a date change to July 2003	Foster Care Unit, Linda Doster	Implement revised policy.	Partially Achieved. Policy revisions regarding visitation practices have been finalized and are ready for print and distribution. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by June 2003.	
April 2002	Develop community-based partnerships to enhance utilization of child friendly visitation centers.	June 2004 Requesting a date change to July 2003	County Department, Kathy Herren	Decreased use of agency office as a visitation site. Revise supervisory review tool to identify that 'least restrictive' visitation was/was not appropriate for the case.	Partially achieved. Policy revisions regarding visitation in 'least restrictive settings' have been finalized and are ready for print and distribution. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide implementation of the Review Guide is planned by June 2003.	
April 2002	Review of ICPC policy compliance for quarterly reports to ensure appropriate contacts are being made.	June 2003 ACF Approved	Foster Care Unit, Local County Department	Track ICPC approved placements to assure that quarterly reports have been submitted.	Nor report is due this quarter Partially achieved. Policy revisions emphasizing the receipt of quarterly reports have been finalized and are ready for distribution. Measurement methods include Online Supervisory Review Guide questions that are currently being field-tested. Statewide	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					implementation of the Review Guide is planned by June 2003.	

Work Plan Detail L -- Item 20, Worker Visits with Parents

Goal: Reduce caseload size

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Sept. 2001	Continue annual request for additional staff with a goal of making incremental steps towards meeting CWLA staffing standards.	June 2004	Commissioner Jim Martin, Governor, Georgia Legislature	Support and advocate for: 2000 supplement -- 171 positions; 2002 -- 100 positions; 2003 -- 100 positions	The DHR Commissioner and the DHR Board of Directors supported a budgetary request for additional staff. Governor Perdue in his proposed budget indicated a willingness to support additional staff during the 2003 legislative session, which began 1/15/03.	Economic down turn in Georgia may prohibit the authorization of staff as recommended.
Mar. 2002	Establish a standard for expectations for visits with parents to occur in the residence of the parent at least every other month.	June 2003 ACF Approved	Foster Care Unit, Linda Doster	Developed visitation opportunities in the least restrictive setting and in compliance with ASFA guidelines.	Achieved. Policy revisions regarding contacts with parents (frequency, location, purpose, etc.) have been finalized and are ready for print and distribution.	
Mar. 2002	Revise the Supervisory Review tools to assure that policy compliance and good practice are in place.	June 2003 ACF Approved Requesting a date change to July 2003	Ed Fuller, Doris Walker, Kathy Herren	Revised Supervisory Review Guide.	No report due for this quarter. Partially achieved: Online Supervisory Review Guide questions are currently being field-tested. Statewide implementation is planned by July 2003.	
Mar. 2002	Review of ICPC policy compliance for quarterly reports to ensure appropriate contacts are being made. Evaluation: Please see Evaluation for Items 3 & 4, page B-3.	June 2003 ACF Approved Requesting a date change to July 2003	Foster Care Unit, Local County Department	Track ICPC approved placements to assure that quarterly reports have been submitted.	No report is due this quarter. Partially achieved: Policy revisions emphasizing the receipt of quarterly reports have been finalized and are ready for print and distribution. Online Supervisory Review Guide questions are currently being field-tested. Implementation is planned by July 2003.	

Work Plan Detail M -- Item 21, Educational Needs of the Child

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Change Placement policy to require all counties to use the CPRS for each child coming into care.	Dec. 2002	Foster Care Unit	Completion of policy change.	Achieved. Memo sent July 2, 2002 to all DFCS agencies directing them to use the CPRS system for each child entering care.	
Mar. 2002	Expand fields on Education Screen in CPRS to add the following: 'Has the child had an educational assessment within the last 12 months?' 'Does the child's educational plan reflect and incorporate the findings of the most recent comprehensive assessment?' 'Have the details of the child's education needs been provided to the placement resource?' 'If the child is below school age, has there been a developmental assessment?' 'Is the child developmentally delayed?' 'Have the child's educational	Feb. 2004 ACF Approved	Kelli Stone, FP/BP Technical Assistance Team, CAPS Section	Fields added to CPRS Education Screen. FP/BP Assessment will cover this area during assessment. FP/BP standards will be revised to include this information so that caseworker can include on CPRS.	Partially Achieved. The First Placement/Best Placement training has occurred for over 3,600 providers, DFCS Child Protective Services and Foster Care staff, State Office Consultants, foster and adoptive parents, and judges in more than 17 sessions statewide. CPRS Screen does not currently collect the data necessary to achieve this goal. Expected completion date is February 2004.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>needs been provided to the boarding county if the child is placed out of county?'</p> <p>Evaluation: Please see Evaluation for Items 3 & 4, page B-2 of the original PIP.</p>					

Work Plan Detail N -- Item 22, Physical Health of the Child

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
July 2002	Georgia will complete technical assistance to DFCS staff and private providers as to how to use the collected information to meet the child's needs as it related to post substance abuse counseling, monitoring and support as a part of the early intervention process and/or in -- home intensive treatment services. The team will need to determine the accuracy of information in the CPRS system regarding the service needs of children and families indicated at the MDT meeting. During the next quarter, the team will monitor the data collection from CPRS and the selected contractor. This information	February 2003 ACF Approved	Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice-Marie Hutchison	Provide 11 county site training to staff and providers beginning in 7/2002.	Partially achieved: The CPRS System will have features added to allow the collection of data on the number of assessments completed within a county and the service recommendations for the family and child from the MDT meeting. The compilation of this information will allow the team to determine the counties that may require consultation, support or training. The collection of the monthly county reports and the dissemination of the monthly invoices by the selected contractor will assist the four foster care consultants in identifying if the Assessment information is used by the counties to begin providing post substance abuse counseling and support. The data collection from the onsite reviews will also give concrete results on the counties ability to utilize the assessment information to determine if early intervention is necessary for post- substance abuse counseling, monitoring or support. First Placement/Best Placement Program Consultants assigned to monitor the PIP are providing ongoing technical assistance, training, and support to county staff at the request of the County Director, Field Director, supervisors, C & S consultants and placement and resource development staff.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	will steer the efforts of the FPBP consultants assigned to regions to begin training, consulting, and supporting the needs of county DFCS staff and private providers.					
June 2002	Complete a monthly county-by-county report as it relates to the initial assessment of the First Placement/ Best Placement Comprehensive Assessment and the identified types of placements needed and available and permanency plans of children.	February 2003 and ongoing ACF Approved	Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice-Marie Hutchison	Complete a report as to findings from July 2001 -- March 2002	<p>Partially achieved: The initial focus of this action step was to conduct a study of the seven pilot FP/BP counties, a review of the FP/BP Comprehensive Assessment process to assure that the physical health needs of children were addressed in the assessments and to assure that the placements were appropriate to meet the child's needs. However, further and careful review of this action step indicates that a completed SACWIS supported by random case record reviews is necessary in order to monitor the benchmark. In the absence of the SACWIS system at this time, the four foster care consultants will randomly select cases to review this benchmark with county supervisors in their assigned areas to monitor benchmarks. Consultants are providing ongoing support, training, and technical assistance at the request of the County Director, Field Director, Supervisor, and Placement and Resource Development Staff.</p> <p>The four foster care consultants assigned to monitor the PIP will receive training in the qualitative review process by previously trained staff. After which, the Consultants will train County Supervisors on the process and assist with the review of cases.</p>	
June 2002	Complete a monthly	October 2003 ACF	Leslie Cofield,	Complete a report as	The same as above	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	county-by-county report as it relates to the First Placement/ Best Placement Wraparound Services used for each child in foster care.	Approved	Dianne Yearby, Alice-Marie Hutchison, Patricia Nealy	to the findings from December 2001 -- March 2002.		
Oct. 2003 Requesting a change in start date	Georgia will complete an annual statewide review of the First Placement/Best Placement Program to include on site case reviews of 50 randomly selected cases. This review will be similar to the federal on site review. Children, caregivers/families and other stakeholders will be interviewed. Fulton will be included at each annual review. The qualitative review process will allow the team to determine the following: the effectiveness of the First Placement, Best Placement assessment in reducing the number of moves a child experiences while in	October 2003 ACF Approved Requesting a date change to Sept. 2004	Leslie Cofield, Dianne Yearby, Patricia Nealy, Alice-Marie Hutchison, E & R Staff, C & Staff	Complete at least 50 case reviews beginning 1/2003.	The re-enrollment applications were sent out with the return date of 4/30/03. The FP/BP team will begin review of the enrollment contents in May 2003.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>foster care; the percent of children who re-enter foster care, the length of time to achieve permanency; the percentage of children in foster care who are abused and neglected; and the success of case managers implementing the service recommendations for children and families indicated in the FP/BP assessment. Georgia will continue to assess the effectiveness and impact of the First Placement/Best Placement Program and Wraparound Services Program. The plan for Qualitative Reviews will be in place by June 2003. The reviews will begin by October 2003 .</p>					
Oct. 2002	Georgia will complete an annual review throughout the state of the First	October 2003 ACF Approved	Joe Wassell, Betty Wrights, Leslie Cofield Dianne Yearby Alice-Marie	Complete at least 50 case reviews beginning 1/2003.	Same as above.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Placement/ Best Placement Wraparound Services Program by completing on-site case reviews during the same time as completing the random selected case review in #8.		Hutchison, Patricia Nealy Millicent Houston, Linda Ladd			

Work Plan Detail O -- Item 23, Mental Health of the Child

Goal: Identify or develop a uniform process to ensure that children have access to a statewide mental health assessment that is timely and comprehensive.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	<p>1. Using the CPRS, develop a process to evaluate completion of assessments for all children entering.</p> <p>2. Assess and report current percentage of completed and timely assessments of children entering care.</p>	Feb. 2004 ACF Approved	Doris Walker, Dawne Morgan, Juanita Blount-Clark, Kelli Stone	Utilizing the same reporting procedure, the percentage of timely assessments completed will increase to at least 80%.	Two meetings were held with the CPRS consultant and developer during this reporting period. The work plan should be finalized by May 2003. An entire section devoted to FP/BP statistics is being developed for CPRS. FP/BP fields to be added to CPRS include: Date of Removal; Date of Referral; Date of Completion; Date of MDT Meeting; DSM Iv Diagnosis; Mental Health Recommendations; Date of Referral to Mental Health; Date of Mental Health Report; Date of Closure of Mental Health Service. The addition of these fields will ensure that CPRS is able to capture and report information about Mental Health assessments of children entering foster care. Method for measuring achievement: Information needed to evaluate the timely completion of FP/BP assessments is available in the FP/BP monthly report. Until the fields are added to the CPRS a hand count will be used to review the FP/BP assessments completed each month by county offices. The FP/BP quarterly reporting process requires that each county office report to their assigned foster care consultants the number of assessments ordered and paid including a copy of the invoice. The invoice includes the date of referral, date of removal and date of completion of assessments. A hand count of these figures will be compared to the Internal Data System (IDS) which tracks total number of children in care. The CPRS needs additional fields to capture the statistical data of this goal.	The Case Plan Reporting System (CPRS) presently does not have the capability to collect information regarding the timely completion of First Placement/Best Placement (FP/BP) Assessments. Timely completion is defined as assessments completed in thirty days with initiation of assessment beginning no sooner than the completion of the 72-hour Juvenile Court hearing. Plans presented to the developer must be determined to be feasible and then actualized.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Mar. 2002	Select validated instruments for risk assessment as well as more comprehensive diagnostic assessments for mental health, mental retardation and substance abuse	Sept. 2003	Doris Walker, Dawne Morgan, Juanita Blount-Clark	Completed list of approved instruments.	<p>A comprehensive list of commercially available risk assessment and mental health assessment tools with validation reports is needed for comparison and selection.</p> <p>Representatives from DFCS, Division of Mental Health, Developmental Disability and Addictive Disease (MHDDAD), Department of Public Health (DPH) and Department of Juvenile Justice (DJJ) have met regularly throughout this reporting period to explore common screening and assessment tools. The screening and assessment tools of each agency were inventoried and compared including brief descriptions, reason for use and what age or issues each tool was appropriate to address. This effort continues; however, it does not appear that a standard single assessment will result for all agencies' usage. There needs to be a choice depending on the age and issues of the child as well as ensuring that the requirements imposed by the accreditation bodies of each agency are met. It is clear that many of the same instruments are used by several agencies. Thus, the work group plans will also focus on how to reduce duplicative efforts by sharing screening and assessment information.</p>	The legal and HIPAA implications of sharing information across agencies is being explored. Issues of confidentiality, releases of information and similar matters is being discussed with the legal teams of each agency.
Mar. 2002	<p>Develop and enforce statewide multi-agency protocol for assessment, including necessary confidentiality safeguards.</p> <p>Determine utilization by all counties of</p>	June 2004	Doris Walker, Dawne Morgan, Juanita Blount-Clark, Governor's Action Group	Development and enforcement of formal agreements between agencies to use common assessment protocol.	Accomplishing this goal is contingent upon selecting validated instruments for risk assessment as well as more comprehensive diagnostic assessments for mental health, mental retardation and substance abuse, which is in progress. Representatives from DFCS, MHDDAD, DPH and DJJ are meeting regularly this reporting period. Once the screening/assessment efforts have concluded and recommendations formulated, a draft protocol will be presented to the appropriate commissioners. The protocol will encourage	The legal and HIPAA implications of sharing information across agencies needs to be explored. Issues of confidentiality, releases of information and similar matters is being discussed with the legal teams of each agency.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	approved instruments pursuant to protocol.				partnership with other agencies in accepting their screening / assessment tools.	
Mar. 2002	Develop a CPRS supervision tool to ensure comprehensive assessment findings are followed in the case plan and training. Determine percent of staff case plans that reflect strengths and needs identified in the comprehensive assessment.	June 2004	Doris Walker, Field Directors, County Directors, County Supervisors, Joe Wassell, Juanita Blount-Clark, Kelli Stone	Actualize ability to gather data through CPRS.	Supervisors will be able to query for reports for those case managers under their supervision to ensure that recommendations listed are reflected in the case plan and that follow-up deadlines are met. The capability to quantify the percent of case plans, which reflect findings from the assessment, is being explored with the CPRS developer. Two meetings were held with the CPRS consultant and developer during this reporting period. CPRS presently does not have the capability to compare the FPBP Assessment to the actual case plan. These specifications have been shared with the CPRS programmer to determine the feasibility. The work plan should be finalized by May 2003.	Presently, CPRS does not have the capability to serve as a supervision tool. The capability to quantify the percent of case plans which reflect findings from the assessment will be explored further with the CPRS developer.
Jan. 2003	1. Revise Case managers' job requirements to ensure focus on mental health needs of the child and family as defined in the comprehensive assessment (streamline and eliminate duplicative requirements). Job requirements will be more specific to meeting the needs of	June 2004	Jim Martin, Juanita Blount-Clark	Funding appropriated to hire enough staff to keep caseloads manageable. Caseloads will decrease dramatically toward meeting CWLA standards.	The latest data available for caseload studies was taken over a twelve-month average ending June 30, 2002. At that time the current caseload for staff in Child Protective Services was eighteen and in Placement was twenty-one. The rates did not reflect the impact of case distribution due to employee absence for extended sick leave or family leave. Additionally, the Georgia Office of the Child Advocate completed a detailed survey September 15, 2002 with a 100% response from the 159 counties regarding caseloads, staffing and education/experience. The survey found that caseloads varied from 19 to 30 depending on the size of the county with the average statewide being 25.36 per worker. This information will assist in the process of gaining a true and	Case managers job requirements have not been revised to ensure focus on mental health. Currently, the numbers available for caseload count are based on allocated positions and average number of cases for a specific period.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	the family. 2. Conduct study of caseworker caseloads using only the positions actively working a caseload in order that a true and accurate caseload accounting can be made.				accurate caseload accounting.	
Sept. 2002	Support the on-going development of resource lists, working with United Way and other existing resource databases.	Mar. 2003	Jim Martin, Juanita Blount-Clark, David Hellwig, Normer Adams	Current and accurate Georgia resource listing becomes available.	The following social services resources are on-line: Referral Central hosted by the Georgia Association for Homes and Services for Children (www.referralcentral.net). This resource is a statewide database of First Placement Best Placement providers, Shelters, Family Preservation providers, counseling services, psychiatric hospitals, foster and group homes and other services. The complete Promoting Safe and Stable Families guide is available for on-line viewing at www.caresolutions.com . PSSF's service area covers the entire state with prevention, intervention, preservation, reunification and adoption services. Additionally, the Division of Mental Health, Developmental Disabilities and Addictive Diseases has a comprehensive listing of its community service boards, private providers and health departments. Research regarding the United Way call centers (which may be reached by dialing 2-1-1) yielded the following: United Way 2-1-1 of Central Georgia 1-866-680-8924.	The cost of maintenance and continued development of the websites could present a barrier. Further, since the websites are hosted by contract (Care Solutions) and private providers (GAHSC) control of the content, frequency of updates, security and other Internet issues are outside of DHR control.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>Macon, Central Georgia</p> <p>Area Served: Baldwin, Bibb, Crawford, Hancock, Houston, Jasper, Jones, Macon, Monroe, Peach, Pulaski, Putnam, Twiggs, Washington and Wilkinson counties.</p> <p>Community Connection of Northeast GA. (800) 924-5085</p> <p>Athens, Northeast GA</p> <p>Area served: Barrow, Clarke, Elbert, Franklin, Greene, Jackson, Madison, Morgan, Oconee, Oglethorpe, Walton, Newton, Wilkes</p> <p>CONTACT Helpline (706) 327-0199</p> <p>Columbus</p> <p>Area served: Chattahoochee, Harris, Marion, Muscogee, Talbot; Alabama</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>counties: Lee, Russell</p> <p>United Way of Hall County</p> <p>(770) 536-1121</p> <p>Gainesville</p> <p>Area served: Hall County</p> <p>United Way of Metropolitan Atlanta</p> <p>(404) 614-1000</p> <p>Atlanta Metro Area</p> <p>Area served: Butts, Clayton, Gwinnett, Henry, Rockdale, Cherokee, Cobb,</p> <p>Coweta, DeKalb, Douglas, Fayette, Fulton, Paulding</p> <p>United Way of Northwest Georgia</p> <p>(706) 278-9230</p> <p>Dalton</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>Area served: Whitfield, Murray, Gordon</p> <p>United Way of the Coastal Empire (912) 651-7700 Savannah</p> <p>Area served: Bryan, Chatham, Effingham</p> <p>Valdosta & Albany should be operational in the next 6 months. Augusta, hopefully this year.</p> <p>Tammie W. Collins, MSW Senior Vice President Community Services Division United Way of Central Georgia 277 Martin Luther King Jr., Blvd. Suite 301 Macon, GA 31201-0513 478-745-4732 ext. 103</p>	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>Fax 478-741-1731</p> <p>tcollins@unitedwaycg.com</p> <p>Learn more at www.unitedwaycg.com</p> <p>United Way makes your caring count</p>	
Sept. 2002	<p>1. Begin development of statewide database on children's mental health resources -- focusing on needs identified (in assessment process) for which no service is currently available</p> <p>2. CPRS will be amended to include data collection for recommendations made during the assessment process.</p>	June 2004	Jim Martin, Juanita Blount-Clark, Georgia Technology Ass. (GTA), Office of Planning and Budget, John Hurd	Improved cross-agency data on children's mental health, mental retardation and substance abuse needs become available and is used by multiple agencies when budget planning.	<p>The following resources are social services resources are on-line: Referral Central hosted by the Georgia Association for Homes and Services for Children (www.referralcentral.net). This resource is a statewide database of First Placement Best Placement providers, Shelters, Family Preservation providers, counseling services, psychiatric hospitals, foster and group homes and other services. The complete Promoting Safe and Stable Families guide is available for on-line viewing at www.caresolutions.com. PSSF's service area covers the entire state with prevention, intervention, preservation, reunification and adoption services. Additionally, the Division of Mental Health, Developmental Disabilities and Addictive Diseases has a comprehensive listing of its community service boards, private providers and health departments.</p> <p>CPRS is in the process of being revised. Meetings have been held with the developer to discuss amending the system to collect recommendations from the First Placement Best Placement Assessment and to determine how the recommendations are ultimately reflected in the case plan.</p>	The cost of maintenance and continued development of the websites could present a barrier. Further, since the websites are hosted by contract (Care Solutions) and private providers (GAHSC) control of the content, frequency of updates, security and other Internet issues are outside of DHR control.
Sept. 2002	Identify through database the areas most in need of resource	June 2004	Jim Martin, Juanita Blount-Clark, John Hurd	Agencies jointly identify critical systems gaps and recommend budget	The following resources are social services resources are on-line: Referral Central hosted by the Georgia Association for Homes and Services for Children (www.referralcentral.net) This	All existing resources have not been accounted for. Efforts need to continue

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	development and begin development strategies to meet those needs. A listing of resources both in hard copy and via the internet will be started. A visual representation of available resources will be developed along with a paper analysis to determine service gaps and geographical areas in need of service.			priorities as a system.	resource is a statewide database of First Placement Best Placement providers, Shelters, Family Preservation providers, counseling services, psychiatric hospitals, foster and group homes and other services. The complete Promoting Safe and Stable Families guide is available for on-line viewing at www.caresolutions.com . PSSF's service area covers the entire state with prevention, intervention, preservation, reunification and adoption services. Additionally, the Division of Mental Health, Developmental Disabilities and Addictive Diseases has a comprehensive listing of its community service boards, private providers and health departments. Since, there is not a singular database, the information from all sources needs to be merged with existing paper database information to determine service gaps and geographical areas in need of service.	around data collection before a determination is made about service gaps. The database has not been developed. Thus studies on gaps in available resources have not been determined.
Mar. 2002	Strengthen and make mandatory the Case Plan Reporting System to ensure that information about the child's mental health is documented to eliminate breaks in mental health services. Provide additional support and training so case managers can use the system effectively. (1) A tool to assess quality of the CPRS case	October 2003	Juanita Blount-Clark, Linda Doster, Kelli Stone, Consultation & Support Unit, Mentor Unit, County Directors, County Supervisors	Issue a policy statement requiring all new 30-day case plans to be completed in CPRS. Strengthen training and support of CPRS. Examine existing case plans to assure appropriate use of data fields by case managers.	A memo was issued July 2002 to all county DFCS Directors and Field Directors mandating the use of the Case Plan Reporting System. Statewide training of case managers in use of CPRS concluded in February 2003. Once monthly on going comparisons of IDS entries with CPRS case plans is initiated, the information gathered can determine the need for additional technical assistance to counties.	The Internal Data System (IDS) will be used to compare number of children entering care with the number of case plans initiated in CPRS. These are two separate, non-networked databases thus the number comparisons will have to be done manually. Thus, no automatic checks occur to ensure that entering children (IDS) are reflected in the number of new

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>plans needs to be developed. (2) Monthly comparisons of IDS entries with CPRS case plans initiated will be conducted. The information gathered in 1 and 2 will be used to determine the need for technical assistance to specific counties.</p> <p>Evaluation: Compare current numbers of Case Plans completed per month in CPRS and compare with the number of children entering care that same month. Conduct a structured assessment of quality on case plans in CPRS.</p>					case plans in (CPRS).
Mar. 2002	On the Health Screen in CPRS, add a required field that must be addressed if the case manager does not provide the 'Date of Last Psychological Assessment'. This functionality will be	October 2003	Kelli Stone, Kathy Herren	During the re-writing of CPRS, assure this functionality is added in the business analysis.	Achieved: Functionality has been added to the CPRS requiring that case managers report the Date of Last Psychological. If not entered, the CPRS requires that the case manager document why the assessment has not occurred.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>added during the re-write of CPRS. Develop a report to collect data from CPRS that will show case manager's appropriate use of these fields.</p> <p>Evaluation: Review the system to assure these fields have been added and provide the needed functionality. Review report to assure case managers are providing information in the Mental Health sections of the Health Screen.</p>					

Work Plan Detail P -- Item 24, Statewide Information System

Goal: Build reliability and consistency in IDSONLINE

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
May 2002	Develop training component for web based testing and classroom curriculum.	Jan. 2004	Professional Development Section, Kathy Herren	Increase in data accuracy, increase in worker competency.	A state level review of the IDS online policy, practice and procedures with the Professional Development Section has been completed. The Professional Development Section has taken the existing curriculum and will identify new and improved ways in which we can increase data accuracy and worker competency through written training materials and a web based training component. This assignment is still pending and cannot be measured against the established benchmark at this time.	
Jan. 2002	Develop an on-going communication component that identifies trends and problems against statewide reports.	June 2004	Kathy Herren, Evaluation & Reporting Section	Increase in data accuracy.	All counties need to benefit from a 'one stop' information source for the identification, resolution and opportunity to learn from the successes of all county departments. A web page for social services is under construction and will be operational in 2003. The web page will allow for system messages, FAQ's, highlighting the good works of other county offices and have access to a stand alone training site for practicing data entry. The primary objective of the web site is to emphasize the importance behind accurate data collection. Once the web page is established, the Evaluation and Reporting Unit will identify a series of data elements that will be periodically selected from IDS online and county DFCS offices will have their data published along with tips for data resolution and the correct policy interpretation. This assignment is still pending and cannot be measured against the established benchmark at this time.	
Jan. 2002	Establish deadlines for corrections to	June 2004	Kathy Herren	Increase in data accuracy.	The continued use of state level monitoring of AFCARS data elements continues through	

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	data prior to submission of AFCARS file.				quality assurance reviews, state level data evaluation and individual county resolution. All AFCARS data has been and will continue to be evaluated for problems prior to submission. With the use of social services information systems web page, county offices will be aware of data discrepancy issues every month versus waiting for the six month file to be evaluated. This assignment is still pending and cannot be measured against the established benchmark at this time.	
Mar. 2002	Identify problems that currently exist in core user group.	June 2002	Kathy Herren, Evaluation and Reporting Section	Surveys that indicate problems and follow-up surveys that indicate increase in knowledge.	Achieved. A systemic review of IDS online based on the Child and Family Services Review indicated that 'users' found the information system problematic. Acknowledging that the original system was designed to have administrative support staff in county offices as the primary user of IDS, we needed to initiate change by 're-defining' who is the 'core user group'. A review of the current user group suggest that we have an increase number of case managers and their supervisors that have been assigned the task of data entry into IDS online out of necessity. Vacancies and hiring freezes of the Administrative Assistant classification has often hampered the county office to submit timely and accurate data. Thus, developing competency within the county office that was built out of necessity. Our new definition of 'core user group' has expanded and allows for case managers and supervisors, who in addition to providing direct services and supervisory support, lack knowledge of how to use the system effectively. Eventually, it will be an expectation that all case managers will be responsible for maintaining their own electronic case records and data collection. Until that time, computer skills, aging equipment, technology upgrades and lack of procedural know how, were	

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					<p>identified as challenges that county staff deal with on an ongoing basis. Using the January 1, 2003 merge of the Protective Services Data System (PSDS) into IDS online as a test, we identified the current skills and competencies that are present in county offices. Those staff that were administrative assistants or performed clerical duties in their county offices, indicated that they were excited about the system and felt that it was easy to use and required little typing. The use of paper to screen was not perceived as a difficult transition as the form was consistent with the screens. Those case managers and supervisors in attendance shared the same sentiment but indicated that as seasoned IDS online users, the use of the system was easier for them and might meet with resistance from those that had not been forced out of necessity to do their own data entry. Additional training will be available to case managers and supervisors through a web based training site and a computer lab experience. Ongoing surveys and feedback from all users is still needed to ensure that we continue to meet the needs of the user group. The benchmark that was established for this program improvement plan is going to be an ongoing process.</p>	
Nov. 2001	Develop statewide training opportunities for managers.	Nov. 2003	Kathy Herren	Completed statewide training opportunities.	There has been little work completed on this action step until we have the other pieces in place that will allow us to respond to statewide training and mentoring issues.	
Jan. 2003	Merge the use of PSDS into IDSONLINE.	Dec. 2003	Kathy Herren	Completion of the merge and availability of historical data for screening.	On January 1, 2003 all new CPS referrals will be captured in IDS online. All new referrals can have a historical search of the new data in the IDS online system immediately. We have cases that are identified as calendar year 2002 under investigation; county offices will be required to maintain two systems until March 2003. In March, the existing PSDS system will be closed	

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					to data entry and allow for historical screening only. In April 2003, all screening for agency history will be terminated in the old system and managed in the new IDS online system.	
Jan. 2003	Expand and create additional management tools for tracking based on available data.	June 2004 and on-going	Kathy Herren	Completion and expansion of management reports.	All management reports in IDS online are being evaluated for efficiency, duplication and usefulness. As a need is identified that may have statewide usefulness, it has been added to the current inventory. Solicitation for suggestions from state and county management staff will occur within the next 12 months so that development and implementation can be completed by the established deadline.	
June 2002	Submit DFCS Case Management BPR PAPD -- Planning Advanced Planning Document - to ACF for approval. Evaluation: ACF approval of PAPD.	9/20/02	Carol Veihmeyer	Release received by ACF (6/14/02).	Action removed from PAPD request PAPD submitted to ACF 6/02. <ul style="list-style-type: none"> Received conditional approval 8/02 Submitted PAPD Response 9/02 Awaiting ACF approval.	
Sept. 2001	Complete DFCS Case Management Future State Design. Evaluation: DFCS Management Team approval, sign off of presentation by Juanita Blount-Clark.	June 2002 (scheduled DFCS Management meeting)	Carol Veihmeyer	Presentation to DFCS Management Team (5/02).	BPR efforts began 7/01 and was completed 7/02 by demonstrated approval of Future State 7/15/02 <ul style="list-style-type: none"> DFCS Management Team and Executive Oversight Committee approval <u>Action Step Achieved</u>	
Oct. 2002	Field Demonstration of State Design and Revise FS Model/Design as	7/04	Kelley Harmon	Evaluation of Model (11/02).	Safe Futures Program Improvement Statement of Need finalized and released 1/13/03	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>required.</p> <p>Evaluation: Revised Plan</p>				<p>Vendor selected 3/10/03</p> <p>Contract awarded 3/11/03</p> <p><u>Data/resources available /needed to measure improvement:</u></p> <ul style="list-style-type: none"> • Safe Futures Program Improvement Model deliverables <ul style="list-style-type: none"> ▪ Future State Model validation ▪ GAP Analysis ▪ Revised Future State Model <p><u>Methods of measuring improvements:</u></p> <p>Project Manager review of deliverables</p> <p><u>Action to be taken to meet project goals:</u></p> <ul style="list-style-type: none"> • Work with vendor to develop project schedule • Baseline project schedule • Track/Monitor vendor activities and devlierables development • Review deliverables • Secure approval of deliverables 	
Oct. 2002	Program Improvement	7/04	Carol Veihmeyer	Improvement Plans developed.	Developed as part of Safe Futures Program Improvement SON (SFPI-SON)	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>Change Management Plan.</p> <p>Evaluation: Plans presented and approved by DFCS Management Team.</p>				<p><u>Data/resources available/needed to measure improvement:</u></p> <ul style="list-style-type: none"> • Project Management • SFPI-SON vendor • . <p><u>Method of measuring improvement:</u></p> <p>SFPI-SON status report(s)</p> <p><u>Actions to be taken to meet goal:</u></p> <ul style="list-style-type: none"> • Development of Safe Futures Program Improvement Change Management Plan • Work with vendor to develop project schedule • Baseline project schedule • Track/Monitor vendor activities and deliverables • Review deliverables • Secure approval of deliverables 	
August 2002	Planning Contractor Procurement -- new contract approved by ACF.	10//02	Carol Veihmeyer	ACF approved SOW (8/02). Proposals reviewed. Selected vendor. Planning Contract in place	<p>PAPD submitted 6/02</p> <ul style="list-style-type: none"> • Response to 6/02 PAPD submitted 9/02. 	Awaiting approval of PAPD Response/SON

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	Evaluation: Plans presented and approved by DFCS Management Team.			(10/02).	<p><u>Data/resources available/needed to measure improvement:</u></p> <ul style="list-style-type: none"> • None, have not received final approval from ACF re: PAPD Response/SON • ACF decision regarding Georgia's PAPD Response needed. <p><u>Method of measuring improvements:</u></p> <p>Response from ACF</p> <p><u>Actions to be taken to meet projected goals:</u></p> <p>Approved contract</p>	
Oct 2002	SACWIS Technical Design Development. Evaluation: Present Detailed Future State Design for approval.	02/03	Carol Veihmeyer	Detail Functional Requirements Detail System Requirements Information Architecture Hardware/Software Requirements	Eliminated from SACWIS Planning SON at ACF request.	
Oct. 2002	Complete SACWIS Feasibility Study. Evaluation: Presentation of Alternatives and approval of system	11//02	Carol Veihmeyer	Completed System Alternative Analysis.	Statement of Need (SON) for technical design included in 6/02 PAPD submitted to ACF for approval. <ul style="list-style-type: none"> • DHR agreed with ACF recommendations to incorporate detailed technical design information 	Process modified to accept ACF recommendations.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	acquisition.				<p>into RFP under an approved PAPD.</p> <ul style="list-style-type: none"> • SACWIS Statement of Need released 11/26/02 for vendor to develop RFP and IAPD. <p><u>Data /resources available/needed to measure improvement:</u></p> <ul style="list-style-type: none"> • Project Management structure, • System SON deliverables. • SACWIS Safe Futures Project structure needed • SACWIS Safe Futures vendor needed <p><u>Method of measuring improvement:</u></p> <ul style="list-style-type: none"> • Monitor status of required approvals • Deliverables <p><u>Actions to be taken to meet projected goals:</u></p> <p>Selection of vendor</p>	
Oct. 2002	<p>Complete Cost Benefit Analysis.</p> <p>Evaluation: Presentation of Cost/Benefit.</p>	12/02	Carol Veihmeyer	Completed Cost/Benefit Analysis 12/02.	<p>SON for Technical design included in 6/02 PAPD submitted to ACF for approval.</p> <ul style="list-style-type: none"> • DHR agreed with ACF recommendations to incorporate detailed technical design information into a RFP under an approved PAPD • SACWIS SON released 11/26/02 for 	Process modified to accept ACF recommendations.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>vendor to develop RFP and IAPD.</p> <p><u>Data/resources available/needed to measure improvements:</u></p> <ul style="list-style-type: none"> • Project Management structure • System SON deliverables • SACWIS Safe Futures Project structure needed • SACWIS Safe Futures vendor needed <p><u>Method of measuring improvements:</u></p> <ul style="list-style-type: none"> • Monitor status of required approvals • Deliverables <p><u>Actions to be taken to meet projected goal:</u></p> <p>Selection of vendor</p>	
Oct. 2002	<p>Develop SACWIS IAPD/RFP.</p> <p>Evaluation: Approved IAPD and RFP.</p>	12/02	Carol Veihmeyer	Released IAPD and RFP.	<p>SON for Technical design included in 6/02 PAPD submitted to ACF for approval.</p> <ul style="list-style-type: none"> • DHR agreed with ACF recommendations to incorporate detailed technical design information into a RFP under an approved PAPD • SACWIS SON released 11/26/02 for vendor to develop RFP and IAPD. 	Process modified to accept ACF recommendations.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p><u>Data/ resources available/needed to measure improvements:</u></p> <ul style="list-style-type: none"> • Project Management structure • System SON deliverables • SACWIS Safe Futures Project structure needed • SACWIS Safe Futures vendor needed. <p><u>Method for measuring improvements:</u></p> <ul style="list-style-type: none"> • Monitor status of required approvals. • Deliverables <p>Actions to be taken to meet projected goals:</p> <ul style="list-style-type: none"> • Selection of vendor 	
March 2003	<p>Implementation Contractor Procurement -- new contract approved by ACF.</p> <p>Evaluation: Approved Contract in place.</p>	06/03	Carol Veihmeyer	ACF approved SOW. Proposals reviewed. Selected vendor. Implementation contract in place 06/03.	Planning SON released 11/20/02. This will lead to RFP development and contractor procurement.	

Work Plan Detail Q -- Items 35-37, State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe environment, enable children to remain safely with their parents when reasonable, and help children in foster and adoptive placements achieve permanency.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
August 2002	Conduct a statewide needs assessment of existing support services to determine gaps in service array and accessibility to include mental health, family violence, substance abuse treatment, and post treatment services, treatment continuum for sexual abuse, intensive in-home services, out of home services to include the immediate availability of foster homes, medically fragile foster homes, and therapeutic foster homes.	March 2004 ACF Approved	David Hellwig, Dianne Sacks, Doris Walker, County Directors, County Supervisors, Social Services Quality Task Force, Consultation & Support Unit	Compile and disseminate a report of findings.	ACHIEVEMENT: <ul style="list-style-type: none"> The number of agencies required to conduct a thorough assessment of all existing support resources requires the full input of several DHR Divisions and child and family advocacy agencies. Coordination with the office of Evaluation and Reporting and the Barton Law Clinic has been requested to facilitate the analysis and documentation of statewide service array, accessibility and geographic distribution. 	
Jan. 2003	Collaborate with providers, stakeholders and consumers to	March 2003	Wilfred Hamm, Sarah Brownlee, Doris Walker, Dianne Sacks,	Funding and resource allocation plan to address identified gaps in service array	The Division hosted a series of four regional PSSF Training and Networking Sessions in March of 2003.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	address gaps in the service array and develop a continuum of services accessible statewide.		David Hellwig, Ann Dennard Smith	and geographic accessibility.	<p>More than 500 county department directors, supervisors, cps/placement staff and community based providers attended the regional sessions. Information was provided on the PSSF Program, federal and state funding objectives and desired outcomes for children and families served by the state of Georgia. Relevant information was shared on the CFSR process, findings and recommendations for program improvement, with particular emphasis on the current array of services and the development of supports and services in under resourced counties.</p> <p>The sessions provided an opportunity for staff and providers to assess on a regional level the current array of supports and services funded by the PSSF program, identify geographical gaps in service accessibility and begin resource development planning discussions to assure that a full continuum of services are accessible statewide.</p> <p>Targeted PSSF funding for the FFY 03 cycle has effectively increased the number, quality and array of services for children and families at-risk and children confirmed as maltreated. PSSF Services are accessible in 91% of the state with service delivery in 143 out of 159 counties statewide.</p>	
Nov. 2002	Develop curriculum and deliver training to staff and providers to enhance capacity to assess underlying family needs that create safety	October 2003 ACF Approved	Geraldine Jackson White, TA: Child Welfare Policy and Practice Group	As a part of the Annual Qualitative Case Review, a representative sample of cases will be reviewed to determine if there is demonstrated	In May of 2003, the DHR Promoting Safe and Stable Families Program hosted the 6 th Annual Safe Families Symposia. The sixth in a series of statewide training and technical assistance conferences, the Symposium provided an opportunity for 280 front line workers, supervisors and community based services providers to expand their practice skills in the	

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	concerns for children.			improvement in case manager's ability to adequately assess underlying family needs as reflected in improved service coordination and outcomes for families.	<p>areas of assessment driven, family centered practice. The Safe Families Symposium Series has been designed to improve the quality of community-based supports and services and outcomes for children and families.</p> <ul style="list-style-type: none"> • In direct response to CFSR Systemic Factor - Item 35 Service Array, training offerings for the 2003 Symposium addressed the assessment practice improvement recommendations of federal and state child welfare experts identified in Georgia's CFSR. • Workshop Offerings at the 2003 Symposium included: <ul style="list-style-type: none"> ○ Substance Abuse and Family Functioning developed and delivered by <i>OASIS Counseling Center</i>, was designed to explore behaviors, patterns and lifestyle habits typically seen in substance abusing families and presenting family issues. Additional workshop offerings included identification of the relational dynamics present in families affected by parental substance abuse, discussion of the disease concept of addiction, symptoms that make up the diagnosis of chemical dependency and the components of the alcohol and drug assessment. ○ Mental Health Issues and Families in Crisis delivered 	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>by Judy Plecko, Director of Family Support and Social Work at the <i>Marcus Institute of Emory University</i> trained participants on how to assess the major behavioral indicators of mental illness in a family system, specific mental/brain disorders and effective interventions for improving family resiliency;</p> <ul style="list-style-type: none"> ○ Dynamics of Domestic Violence , delivered by Nancy Grigsby, Executive Director of the <i>Georgia Coalition Against Domestic Violence</i> focused on the child welfare implications of domestic violence, patterns of abuse and barriers to violence-free households, including victim and child socialization, effects of trauma and childhood abuse. The training provided valuable insight into working with families impacted by domestic violence from assessing the danger to coordinated intervention including, screening, risk assessment, child impact, safety and case planning and coordination of family resources. ○ Red Flags and Rainbows, delivered by <i>Dr. Wendy Hanevold</i>, licensed clinical psychologist focused on skill development in the areas of family dynamic observation, 	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
					<p>identification of underlying family issues and appropriate interventions.</p> <ul style="list-style-type: none"> ○ Adolescent Assessment developed and delivered by Millicent Houston of <i>Georgia's Independent Living Program</i> enhanced understanding of the process for the evaluation of youth and the assessment tools used in the development of comprehensive case plan. Particular emphasis was placed in accurate identification of adolescent strengths and weaknesses in developing appropriate support and service plans. ○ Mandated Reporting delivered by Andy Kogerma, Training Manager for the <i>Georgia Academy for the Georgia Academy for Children and Youth Professionals</i> provided an extensive overview of the types of child abuse and neglect, the signs and symptoms of maltreatment and what family support service providers, as mandated reporters should do if abuse is suspected. 	

Work Plan Detail R - Item 42, The standards are applied to all licensed or approved foster family homes or childcare institutions receiving title IV-E or IV-B funds.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Dec. 2002	<p>Explore the development of uniform licensing standards for all public and private family foster homes and child-caring institutions by establishing a committee to complete the following:</p> <ul style="list-style-type: none"> • Analyze commonalities and differences in DFCS and DHR office of Regulatory Services (ORS) standards/policy for licensure or approval of family foster homes and child-caring institutions. • Identify 	April 2004	DFCS;, ORS;, Field Directors, Georgia Association of Homes and Services for Children (GAHSC);, Stakeholders;, Legislation Team	<p>Conduct a series of workgroups to begin reviewing and assessing DFCS and ORS policies and procedures for foster family homes between 12-2002 and 12-2003.</p> <p>Complete written report issued detailing commonalities and differences in DFCS and ORS policies/standards; recommendations for revisions and fiscal implications indicated.</p>	<p>Meeting held with GAHSC, ORS and DFCS. Decision made to research states (Winifred Abdullah) that have transitioned from dual to uniform licensing standards for foster-adoptive homes to obtain feedback on what the process involves. A written Request for Proposal to outsource the completion of a comparative analysis of DFCS and ORS licensing standards completed and approved by social services.</p> <p>Method of measuring achievement: A report of research findings completed and presented to the PIP committee. Proposal selected for implementation of the comparative analysis</p>	A. Inability to obtain quantitative and qualitative feedback from states that have transitioned from dual to uniform licensure.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>what agency policy and legislative requirements need to be revised and implemented to establish uniformity.</p> <ul style="list-style-type: none"> • Identify the impact of uniform licensing requirements on staffing and other fiscal factors. • Make recommendations based on information gathered in steps A-C above. <p>Evaluation: A report documenting DFCS proposed changes and recommendations for the establishment of uniform foster</p>					

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	family licensing standards, including legislative and fiscal impact.					
Oct. 2002	<p>Review and revise as necessary DFCS policy regarding the local county departments' waiver of minimum standard requirements for foster homes.</p> <ul style="list-style-type: none"> • Develop workgroup to identify and resolve problem area. • Revise and implement necessary policy changes. <p>Evaluation: The Social Services (Foster Care) Manual is updated to reflect any new agency directives regarding the granting of waivers by 7/2003</p>	April 2004	DFCS, Field Directors; Stakeholders, Social Services Quality Task Force	Review present policy regarding the granting of waivers to determine compliance with ASFA (Final Rule) by 10/2002 Revision and implementation of policy limiting the granting of waivers of the minimum standards waivers by DFCS county departments by 7/2003.	1. This item was addressed during the quarter. It was determined by the group that both ORS and DFCS grant waivers for required foster home standards. Both require that the home, however, meet the intended purpose of the rule or policy through the implementation of equivalent procedures. The primary difference here is in the level at which waivers are granted. Only ORS grants waivers and DFCS County Directors are able to grant most DFCS waivers. The difference in the process of granting waivers lies in the overall structure and function of the two agencies (DFCS & ORS): DFCS agency directors are given greater autonomy in approving homes, but this authority is guided by state policies and procedures. It was the consensus of the group that this Action Step, in and of itself, is not relevant; however, this discrepancy in procedures would be resolved with the establishment of uniform licensing standards. Method for measuring achievement: DFCS and ORS policies governing waivers reviewed and discussed, with any discrepancies or possible resolution noted.	

Work Plan Detail S - Item 44, State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the State for whom foster and adoptive homes are needed.

Goal: Expand placement resource options.

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
Jan. 2003	<p>A. Explore the feasibility of funding staffing strategies that incorporate the development of Regional Resource Development teams for the recruitment, preparation and approval, retention, re-evaluation, supervision and support of foster, adoptive and foster/adopt homes within the region.</p> <p>Evaluation: A decision is rendered by the Office of Planning and Budget regarding the funding of regional positions by April 2004.</p>	April 2004	DHR Budget Office, DFCS Director, DFCS SS Director, Foster Care Unit, Office of Adoption, Placement Res. Dev. Unit	Meeting held with the Office of Planning and Budget to discuss the funding of positions for Regional Resource Development teams to meet family resource needs.	1. Division administrators have indicated that the state's present fiscal situation does not support the approval of additional staff positions at this time. In lieu of the proposed funding of Regional Resource Development positions, a Comprehensive Resource Development Plan, developed at the request of the Division Director, proposes a broadening of job duties of staff from another program area (Community Resource Specialist in Economic Support) to include the public relations and community outreach aspects of Resource Development staff. <u>Method for measuring achievement:</u> Comprehensive Resource Development Plan completed.	The inability of CRS staff to successfully assume additional duties and responsibilities.
Oct. 2002	B. Make funding available for private child-caring agencies to recruit,	Oct. 2002	DHR Budget Office, DFCS Director, DFCS Social Services Section	Funding appropriated to contract with private agencies to recruit and develop	A contract with private child-placing agencies for the recruitment, and development of foster and adoptive homes ended on June 30, 2002. Approximately 109 foster homes were developed	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	develop and provide on-going supervision and retention services to foster and foster/adopt homes, in a manner similar to services provided an existing contract between the Office of Adoptions and private child-caring agencies.		Director, Foster Care Unit, Placement Resource Development Unit, Linda Ladd	foster and foster/adopt homes.	under this contract. 2) Funding allocated (\$500,0000 in Oct. 2002) for DFCS county agencies to contract with private entities for the preparation and development of foster homes. Method for measuring achievement: 1. Comparison of number of homes developed during contract periods with the number approved during two previous years. Total foster homes developed SFY 00 = 807; total foster homes developed SFY 01= 982 (data not available for 2002). Achieved: Regular foster care per diem payments increased to \$33.30 per day for private providers in Oct. 2001. Negotiations in effect to increase per diem to private providers for the emergency 30 day placement of children.	
Oct. 2002	C. Increase per diem payments to private agencies that provide family foster care for DFCS.	Sept. 2003	Juanita Blount-Clark, GAHSC (members and non-members), Foster Care Unit, DHR Budget Office, DFCS Social Services Section Director, Treatment Unit	Payments to private family foster care providers increased to \$33.30 per day. Effect re-negotiation with private agencies to increase daily rates by 9/2003.	1) Achieved: Regular foster care per diem payments increased to \$33.30 per day for private providers in Oct. 2001. Negotiations in effect to increase per diem to private providers for the emergency 30 day placement of children.	
Jan. 2003	D. Explore the funding available for the development of a Foster Care Recruitment position, to operate in conjunction with the Office of Adoptions Recruitment Manager in providing leadership	April 2004	DHR Budget Office, DFCS Director, DFCS SS Section Dir., Juanita Blount-Clark, GAHSC (members and non-members), DHR Planning and Budget Office, Budget Office, DFCS Social Services Section Director, Foster	Meeting held with the Office of Planning and Budget to request the funding for a Foster Care Recruiter position at the Division (State) level to work in conjunction with the Office of Adoption in providing leadership	Achieved: Foster Care Recruitment Consultant position established through restructuring of Placement Resource Development Unit on December 1, 2002.	

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>to Resource Development teams and private child-caring agencies in recruiting a continuum of placement resources (including foster, foster/adopt, adoptive and emergency placement homes) that reflect the specialized and individual needs (medical, therapeutic, teens, siblings, etc.) as well as the ethnic and racial diversity of children needing placement</p> <p>Evaluation; Decision rendered by the Office of Planning and Budget regarding the allocation of a Division Foster Care Recruitment position on the Division level.</p>		Care Unit, Placement Resources Development Unit, Linda Ladd	to county RD staff and private agencies in the recruitment and retention of foster and adoptive homes.		
Dec. 2002	E. Develop a database of resources to be used in supporting	July 2003	GAHSC and non-members, State DFCS, Office of Adoption, DFCS	Resource Directories developed and made available for use by DFCS and private	The expansion of the Referral Central database is on-going. GAHSC has apprised county DFCS agencies of the availability of the database in identifying resources for direct services and	Ability of DFCS county agencies to gain access as needed. Timely updating of

START DATE	ACTION STEPS	COMPLETION DATE	RESPONSIBLE PERSON(S)	MEASURABLE BENCHMARKS	ACCOMPLISHMENTS	BARRIERS TO ACHIEVEMENT
	<p>families in the maintenance of foster, foster/adopt and adoptive placements across county lines.</p> <p>Evaluation: Database of resources developed in partnership with GAHSC and made accessible to state and private agencies and foster parents by 6/2003.</p>		County Depts.	agency Case Managers to support foster, foster/adopt and adoptive placements.	<p>placement needs for children and families. County Case Managers may also suggest additional resources for inclusion in the database. Methods for measuring achievement: increased accessibility of resources for direct services and placement needs by both public and private agencies.</p>	database.
Dec. 2002	<p>A. Evaluate the current foster parent preparation model (GPS:MAPP) for its effectiveness in the preparation and retention of foster, adoptive and foster/adopt parents.</p> <p>Evaluation: Report of evaluation and assessment outcomes developed and recommendations made regarding the effectiveness of the current foster parent preparation model</p>	March 2003	DFCS. Office of Adoption	Instrument developed and implemented in the evaluation/assessment of the effectiveness of GPS:MAPP in preparing and retaining foster parents. Additional preparation and training components developed as needed.	<p>Discussion of foster/adoptive preparation curricula completed. It was unanimously agreed that GPS:MAPP is more in line with goals and philosophy of the state's foster care program. In addition, it would be fiscally prohibitive to train staff in the use of another curriculum at the present time. Method of measuring achievement: Review and discussion of curricula assessments completed.</p>	

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	(GPSD:MAPP).					
Dec. 2002	<p>B. Assure foster parent participation in annual, competency-based in-service training.</p> <p>Evaluation: County or statewide system developed to track the status of required annual foster parent training by 4/2004.</p> <p>Evaluation: Additional in service training opportunities developed for foster parents.</p>	April 2004	E & R, State and County DFCS, State and County DFCS, Foster Care Unit	Tracking and tickler system developed to track status of foster parent training by providing quarterly reports to counties of training hours completed. Increased opportunities for continued parent development provided on both the state and the local levels.	<p>The pilot program to track foster parent in-service training (Foster Parent Credentialing System) has met with great success. Adjustments have been made, as necessary. There are plans to expand this program to yet another county, but statewide expansion is not fiscally feasible at the present time. State sponsored in-service training (Continued Parent Development Institutes) has been funded for the upcoming fiscal year. We are further exploring foster parents' participation in the Horizon Institutes, sponsored by the office of adoption, as an additional training resource.</p> <p>Method for measuring achievement: Continued successful implementation and expansion of pilot program.</p>	
Dec. 2002	<p>C. Enhance county's capacity to retain foster parents by strengthening team/partnership strategies between county departments and foster parents</p> <p>Evaluation: Guidelines to enhance the retention of foster parents developed</p>	July 2003	State and County DFCS, State Foster Care, Placement Resource Development Unit, GAHSC	State and local guidelines for the support and retention of foster and adoptive parents are developed. Guidelines for completing required exit interviews with foster parents developed for use by counties.	Implementation of a statewide foster parent support poster campaign. Basic guidelines developed addressing foster parent retention/support. Foster parent retention and support workshops provided at the annual Resource Development and Placement Conferences. Method for measuring achievement: Posters are completed and produced. Basic guidelines addressing foster parent retention and support developed.	Administrative follow through for effective implementation.

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	and sent out to county agencies by 6/2003. Evaluation: Guidelines for completing exit interviews for foster parents developed and sent out by 6/2003.					
Effectuated	Provide supportive wrap-around services for crisis intervention to prevent placement disruptions.	Oct. 2001 (Completed)	Foster Care Unit, County Supervisors, Case managers	Guidelines established and implemented for counties in the provision of wrap-around services for foster, foster/adopt and adoptive placements to prevent placement disruptions.	Partially Achieved (Wrap-Around services completed 10-2001) Ensure county awareness and utilization of expanded resources through the continued expansion of the GAHSC Referral Central database. Policy and FP/BP provider information added to the DHR/DFCS web page to allow for greater access by staff and foster parents. Method for measuring achievement: Continued expansion and availability of the Referral Central database to DFCS agencies; the implementation of online access to foster care policy and FP/BP provider information.	Timely updating of GAHSC resource database.