



Georgia Department of Human Services

**2017 – 2019 DHS STRATEGIC PLAN
(Revised June 2017)**

TABLE OF CONTENTS

Message from Commissioner Crittenden	3
DHS Vision, Mission & Core Values.....	4
DHS Goals	5
DHS Streangths, Weaknesses, Opportunities, & Threats (SWOT) Analysis¹.....	6
Strategic Plan (Goals, Strategies, & Objectives).....	7
DHS Education Goals.....	7
DHS Education Objective 1:	7
DHS Health Goals	9
Health Objective 1:	9
Health Objective 2:	10
DHS Responsible and Efficient Government Goals.....	12
Responsible and Efficient Government Objective 1:	12
Responsible and Efficient Government Objective 2:	13
Responsible and Efficient Government Objective 3:	14
DHS Safety Goals.....	15
Safety Objective 1:	15
Safety Objective 2:	16
Safety Objective 3:	16
Safety Objective 4:	17
Safety Objective 5:	18
Safety Objective 6:	19
Safety Objective 7:	20

MESSAGE FROM COMMISSIONER CRITTENDEN

Through each of its programs and services, the Georgia Department of Human Services strives to fulfill its vision of creating *Stronger Families for a Stronger Georgia*.

To assure that the Department's services positively impact the vulnerable families who seek to live safer, more independent lives, it is incumbent upon the leaders of the organization to continually develop and evaluate strategies to strengthen Georgia by strengthening its families.

Enclosed is an updated multi-year plan that supports the Governor's goals for the state of Georgia by improving service delivery to its most vulnerable residents. It also supports the Department's reform effort, called the Blueprint for Change, to develop a robust workforce, strengthen practice models and engage constituents on all levels.

These goals include:

- Expanding a safety net for children and adults who are vulnerable to abuse and neglect by educating and empowering stakeholders to recognize the signs of abuse and intervene on behalf of at-risk children and adults in our state.
- Strengthening educational support systems for children in the custody of the state of Georgia.
- Enhancing Departmental efforts to obtain food security for seniors in our state.
- Improving customer service through employee retention and education efforts.
- Increasing access to services and information through the utilization of mobile technologies.

As Commissioner of the Department, I am committed to ensuring each of these goals effectively support the Governor's efforts to make Georgia a better place to live, work and play, especially as we seek to improve the lives of the most vulnerable in our state.



Robyn A. Crittenden, Commissioner

June 30, 2017
Date

DHS VISION, MISSION & CORE VALUES

VISION

Stronger Families for a Stronger Georgia

MISSION

Strengthen Georgia by providing Individuals and Families access to services that promote self-sufficiency, independence and protect Georgia's vulnerable children and adults.

CORE VALUES

- Provide access to resources that offer support and empower Georgians and their families.
- Deliver services professionally and treat all clients with dignity and respect.
- Manage business operations effectively and efficiently by aligning resources across DHS.
- Promote accountability, transparency and quality in all services we deliver and programs we administer.
- Develop our employees at all levels of the DHS.

DHS GOALS

EDUCATION

- Promote sustainable community programs to ensure capacity to meet educational needs.
- Increase programs to improve the successful outcome of fundamental education.

HEALTH

- Empower individuals and families to pursue and sustain an active and healthy lifestyle.
- Increase access to healthy food options and services that lead to self-sufficiency.

RESPONSIBLE & EFFICIENT GOVERNMENT

- Ensure that DHS maintains a learning environment to encourage and engage professional development within the organization.
- Restructure the overall process for hiring, recruiting and retaining DHS employees.
- Cultivate and maintain a positive relationship with the public and key stakeholders by ensuring agency policy and practice is responsive to constituents' needs.
- Maintain and increase productivity, efficiency and quality of service through technology and service delivery.

SAFETY

- Provide DHS programs and services to protect our most vulnerable clients.
- Build and maintain community awareness to protect our most vulnerable population.
- Ensure DHS customers are free from abuse, neglect and exploitation.
- Develop support services and job assistance programs which promote self-sufficiency and independence as an alternative to incarceration.

DHS STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS

(SWOT) ANALYSIS¹

STRENGTHS

- Knowledgeable Staff
- Engaged Stakeholders
- Data Driven Environment
- Culture of Continuous Quality Improvement

WEAKNESS

- Employee & Stakeholder Training
- No Succession Plan
- Inadequate Resources (Staff)
- High Turnover Rate
- Outdated/Manual Processes

OPPORTUNITIES

- Create Succession Plan
- Enhance Training via a Learning Management System (LMS)
- Re-evaluate & Update Processes
- Automate Contract Processes via a Document Management System (DMS)
- Employee Recognition & Incentives Program

THREATS

- Scarce Manpower
- Data Reliability/Errors
- Loss of Knowledge due to Turnover & Retirements
- Competitive Market
- Overutilization of Resources

¹DHS SWOT analysis was conducted in May 2016

STRATEGIC PLAN (GOALS, STRATEGIES, & OBJECTIVES)

DHS EDUCATION GOALS

- **Promote sustainable community programs to ensure capacity to meet educational needs.**
- **Increase programs to improve the successful outcome of fundamental education.**

DHS EDUCATION OBJECTIVE 1:

Ensure Individuals and Families served by the Division of Family and Children Services (DFCS) have enhanced capacity to meet their cognitive and educational needs.

STRATEGIES:

- Implement standardized tutoring methods for contracted Education Support Specialists to ensure that youth in care are provided with quality educational support services. For those youths engaged in intensive educational support services, their academic performance will be tracked and monitored (when appropriate) from the initial education assessment through their exit from foster care.
- Develop Memoranda of Understanding with local school systems to formalize and standardize data sharing processes, as well as educational procedures and processes for children and youth in foster care.
- Provide continuous Educational Academies to train DFCS staff, caregivers, and partners on the Division's educational policies, procedures and entitlements to promote successful educational outcomes for youth in foster care.
- Provide education and support to caregivers in regards to the importance of health and wellness screenings for children in care to promote access to the appropriate services for children and youth served by DFCS.

OUTCOME 1: Increase the Percentage of Youth in Foster Care who successfully graduate from high school from 17% to 75% by June 30, 2019.¹

Year	Target Measure	Results
Baseline – 17%		
SFY 2017	17%	25%
SFY 2018	46%	
SFY 2019	75%	

Data Source: The Georgia Department of Education and the Division's Statewide Automated Child Welfare Information System (SHINES)

Data collected annually – Late August

Reevaluated and adjusted baseline and goal to allow for the time needed to gauge the effectiveness of implemented strategies.

¹ *DFCS will work with the Georgia Department of Education (DOE) to ensure that the DOE is the primary source of all education-related data for children and youth in foster care.*

OUTCOME 2: Increase the Percentage of Educational Programming, Assessment and Consultation (EPAC) Referrals for Youth in Foster Care from 46% to 90% by June 30, 2019.

Year	Target Measure	Results
	Baseline – 46%	
SFY 2017	46%	55%
SFY 2018	68%	
SFY 2019	90%	

*Data Source: The State's Automated Child Welfare Information System (SHINES)
Reevaluated and adjusted baseline and goal to allow for the time needed to gauge the effectiveness of implemented strategies.*

DHS HEALTH GOALS

- Empower individuals and families to pursue and sustain an active and healthy lifestyle.
- Increase access to healthy food options and services that lead to self-sufficiency.

HEALTH OBJECTIVE 1:

Empower Older Adults to Stay Active and Healthy by increasing food security and access to healthy food options.

STRATEGIES:

- Increase access to healthy food options for older adults by connecting them to local food systems (farmer's markets and community gardens).
- Implement a person-centered approach to dining options by surveying our clients to determine their dining preferences and considering those preferences in meal planning.
- Institute quarterly Supplemental Nutrition Assistance Program (SNAP) sign up days at senior centers.
- Develop a State Senior Hunger Plan.
- Evaluate the extent of choice of dining options.
- Expand the role of site councils to improve dining choices.
- Develop strategies to eliminate food waste.

OUTCOME 1: Increase the number of people served through congregate sites from 13,744 to 14,581 (6%) by June 30, 2019.

Year	Target Measure	Target %	Results
Baseline – 13,744			
SFY 2017	13,744	-	11,663
SFY 2018	14,156	3%	
SFY 2019	14,581	3%	

*Data Source: Division of Aging Services (DAS) Data System
Baseline and Target Measure reanalyzed and changed from SFY17 Strategic Plan due to results from new data source. Results do not include 1st quarter due to data corruption.*

OUTCOME 2: Increase the number of people served through home delivered meals from 12,445 to 13,203 (6%) by June 30, 2019.

Year	Target Measure	Target %	Results
Baseline – 12,445			
SFY 2017	12,445	-	9,010
SFY 2018	12,818	3%	
SFY 2019	13,203	3%	

*Data Source: Division of Aging Services (DAS) Data System
Baseline and Target Measure reanalyzed and changed from SFY17 Strategic Plan due to results from new data source. Results do not include 1st quarter due to data corruption*

HEALTH OBJECTIVE 2:

Ensure Families and Individuals that DFCS serves have enhanced capacity to meet their physical needs.

STRATEGIES:

- Implement Georgia's Comprehensive Practice Model throughout the State to ensure timely initial assessment of family and individual needs, as well as connections to relevant supports to meet identified needs.
- Coordinate activities with community partners statewide to facilitate the increase of SNAP participants' access to nutritious food, healthy eating and increased physical activity.
- Train and educate Office of Family Independence (OFI) and Child Welfare case managers on the Medicaid referral and enrollment process for former and current Foster Care Youth (ages 18-21 years old) so that youth can successfully access healthcare.
- Develop and implement innovative strategies with the Department of Community Health (DCH), Amerigroup and other stakeholders to facilitate youth access to healthcare.
- In partnership with the YMCA organization, develop and implement an initiative to ensure access to free local YMCA memberships for children and youth in foster care and foster families.

OUTCOME 1: Increase the Percentage of Youth Receiving Medicaid or Health Insurance, within six months of their 18th Birthday, from 45% to 85% by June 30, 2019.

Year	Target Measure	Results
Baseline – 45%		
SFY 2017	45%	94%
SFY 2018	60%	
SFY 2019	85%	

Data Source: The Statewide Automated Child Welfare Information System (SHINES) and the Office of Family Independence (SUCCESS)

Reevaluated and adjusted baseline and goal to allow for the time needed to gauge the effectiveness of implemented strategies.

OUTCOME 2: Increase the Percentage of Initial Wellness Screenings for Youth in Foster Care from 16.9% to 75% by June 30, 2019.

Year	Target Measure	Results
Baseline – 16.9%		
SFY 2017	16.9%	20.89%
SFY 2018	45.95%	
SFY 2019	75%	

Data Source: The State's Automated Child Welfare Information System (SHINES)

Reevaluated and adjusted baseline and goal to allow for the time needed to gauge the effectiveness of implemented strategies.

OUTCOME 3: Improve the Family Medicaid Standard of Promptness from 85% to 92% by June 30, 2019.

Year	Target	Results
Baseline – 85%		
SFY 2017	85%	91.28%
SFY 2018	90%	
SFY 2019	92%	

Data Source: The Office of Family Independence Planning, Performance and Reporting Data Management Files

Reevaluated and adjusted baseline and goal to allow for the time needed to gauge the effectiveness of implemented strategies.

OUTCOME 4: Increase the number of SNAP Nutrition Education participants that receive information regarding healthy and nutritious food choices for low income families from 49,184 to 81,058 (65% increase) by June 30, 2019.

Year	Target Measure	Target %	Results
Baseline – 49,184			
SFY 2017	53,686	9% Increase	114,803
SFY 2018	67,504	37% Increase	
SFY 2019	81,154	65% Increase	

Data Source: The Office of Family Independence's Supplemental Nutrition Assistance Program Unit Data collected annually – Late August

Reevaluated and adjusted baseline and goal to allow for the time needed to gauge the effectiveness of implemented strategies.

DHS RESPONSIBLE AND EFFICIENT GOVERNMENT GOALS

- Ensure that DHS maintains a learning environment to encourage and engage professional development within the organization.
- Restructure the overall process for hiring, recruiting and retaining DHS employees.
- Cultivate and maintain a positive relationship with the public and key stakeholders by ensuring agency policy and practice is responsive to constituents' needs.
- Maintain and increase productivity, efficiency and quality of service through technology and service delivery.

RESPONSIBLE AND EFFICIENT GOVERNMENT OBJECTIVE 1:

Recruit and retain top talent with effective recruitment strategies, efficient recruitment processes and the creation of a learning environment.

STRATEGIES:

- Establish recruitment strategies.
- Create and execute recruitment marketing plans.
- Streamline recruitment documentation through the workflow of an Applicant Tracking System (ATS).
- Increase colleges and universities recruiting pipelines from 10 to 20.
- Develop and implement a career path initiative for staff to ensure the retention of staff and promote employee satisfaction throughout all levels of the agency.
- Provides employees with job-relevant and continuous learning opportunities via a robust Learning Management System (LMS) that enhances internal growth opportunities based on organizational development initiatives.

OUTCOME 1: Maintain the DHS Full-Time Staff annualized turnover rates of 20.68%.

Year	Target Measure	Results
Baseline – 20.68%		
SFY 2017	20.68%	19.93%
SFY 2018	20.68%	
SFY 2019	20.68%	

OUTCOME 2: Decrease the DFCS – Child Welfare Case Management Staff annualized turnover rates from 36% to 18% (18% reduction) by June 30, 2019.

Year	Target Measure	Results
Baseline – 36%		
SFY 2017	30%	29.14%
SFY 2018	26%	
SFY 2019	18%	

OUTCOME 3: Decrease the DFCS – OFI Case Management Staff annualized turnover rates from 17% to 11% (6% reduction) by June 30, 2019.

Year	Target Measure	Results
Baseline – 17%		
SFY 2017	15%	19.90%
SFY 2018	13%	
SFY 2019	11%	

OUTCOME 4: Maintain the DAS Social Service Specialist annualized turnover rates of 12.65%.

Year	Target Measure	Results
Baseline – 12.65%		
SFY 2017	12.65%	12.29%
SFY 2018	12.65%	
SFY 2019	12.65%	

OUTCOME 5: Decrease the DCSS Agents annualized turnover rates 15.81% to 9% (6.81% reduction) by June 30, 2019.

Year	Target Measure	Results
Baseline – 15.81%		
SFY 2017	15.81%	21.85%
SFY 2018	12%	
SFY 2019	9%	

RESPONSIBLE AND EFFICIENT GOVERNMENT OBJECTIVE 2:

Support DHS with the resolution of matters related to DHS programs that affect constituents.

STRATEGIES:

- Support employees in their efforts to continue to serve constituents in DHS model to build Stronger Families for a Stronger Georgia.
- Ensure constituents are contacted within two business days of the original receipt of the inquiry and inquiry resolved within five business days.
- Establish uniform method of reviewing calls to be applied in call back to constituents.

OUTCOME 1: Increase the resolution rate of constituent legislative inquiries, within five days of receiving the inquiries, from 85% to 95% (10%) by June 30, 2019.

Year	Target Measure	Results
Baseline – 85%		
SFY17	90%	87.99%
SFY18	90%	
SFY19	95%	

RESPONSIBLE AND EFFICIENT GOVERNMENT OBJECTIVE 3:

Ensure contracts are produced more efficiently and in a timely manner by instituting departmental training for all staff.

STRATEGIES:

- Hold training sessions for DHS staff on a quarterly basis covering procurement, contracting, and purchase card usage and management.
- Provide training on procurement, contracts and purchase card training as part of new hire orientation for supervisors and managers.
- Develop a series of quick reference guides outlining the key points of the procurement process.
- Place trainings on the Learning Management System (LMS).
- Establish uniform principles for all quality reviewers to be applied in conducting contract quality reviews.
- Track contract production on a weekly basis to ensure that all contracts are executed and in place when needed.
- Implement an automated contract management system with a lifecycle workflow from creation to execution.

OUTCOME 1: Decrease the average number of days for DHS Standard Human Services contracts within the Office of Procurement and Contract’s (OPC) execution cycle from 42 days to 31 days by June 30, 2019.

Year	Target Measure	Results
Baseline – 42 Days		
SFY17	42 Days	35
SFY18	36 Days	
SFY19	31 Days	

OUTCOME 2: Decrease the average number of days for DHS Non-Standard contracts within the Office of Procurement and Contract’s (OPC) execution cycle from 30 days to 15 days by June 30, 2019.

Year	Target Measure	Results
Baseline – 30 Days		
SFY18	22 Days	
SFY19	15 Days	

DHS SAFETY GOALS

- Provide DHS programs and services to protect our most vulnerable clients.
- Build and maintain community awareness to protect our most vulnerable population.
- Ensure DHS customers are free from abuse, neglect and exploitation.
- Develop support services and job assistance programs which promote self-sufficiency and independence as an alternative to incarceration.

SAFETY OBJECTIVE 1:

Ensure the protection and rights of older and disabled individuals who are victims of abuse neglect and exploitation through awareness and training.

STRATEGIES:

- Target At-Risk Adult Crime Tactics (ACT) training to counties that do not have ACT certified law enforcement officers trained.
- Evaluate staffing levels in each region. Adjust staffing levels as necessary to ensure staffing levels meet the need.
- Develop a pilot train-the-trainer model to increase the number of ACT trainers without decreasing quality.
- Facilitate multi-disciplinary work groups to identify barriers to address financial exploitation and other gaps in response to at risk adult abuse.
- Develop an Elder Legal Assistance Program (ELAP) educational/publicity plan or protocol to disseminate to targeted groups with targeted issues.
- Contact law enforcement agencies statewide to promote ACT training.

OUTCOME 1: Increase the percentage of initial Adult Protection Services (APS) client visits that occur within 10 calendar days of intake from 90% to 95% (5%) by June 30, 2019.

Year	Target Measure	Results
	Baseline» 90%	
SFY 2017	93%	94.69%
SFY 2018	94%	
SFY 2019	95%	

Data Source: DAS Data System

OUTCOME 2: Increase the number of At-Risk Adult Crime Tactics (ACT) Certified Specialists from 250 to 300 (20%) by June 30, 2019

Year	Target Measure	Target %	Results
Baseline – 250			
SFY 2017	265	6%	267
SFY 2018	285	7%	
SFY 2019	300	7%	

Data Source: DAS Data System

SAFETY OBJECTIVE 2:

Ensure older adults and adults with disabilities can remain independent and in their desired residence.

STRATEGIES:

- Analyze data to identify and prioritize potential underserved populations to reach and offer services.
- Options Counselors and Long-Term Care Ombudsman collaborate to assist nursing facility residents who have expressed interest in learning more about less restrictive housing options.
- Expand partnerships with Centers for Independent Living for cross support in transition activities.

OUTCOME 1: Increase the number of individuals that transition from nursing facilities back into the community from 125 to 137 (9%) by June 30, 2019.

Year	Target Measure	Target %	Results
Baseline – 125			
SFY 2017	129	3% Increase	218
SFY 2018	133	3% Increase	
SFY 2019	137	3% Increase	

Data Source: DAS Data System

At the request of DCH, the program experienced a push for additional Money Follows the Person (MFP) transitions October 2017 – December 2017.

SAFETY OBJECTIVE 3:

Ensure the Parental Accountability Court continues to serve as an alternative to incarceration for noncustodial parents in their efforts to overcome barriers to self-sufficiency.

STRATEGIES:

- Collaborate with judicial partners to establish new courts in more judicial circuits in intervals of 10.

- Provide services to noncustodial parents (i.e. substance abuse treatment, job assistance and placement, short term training, coaching and mentoring, educational services and Georgia Work Ready).

OUTCOME 1: Increase the number of Parental Accountability Courts (PAC) from 22 to 49 by September 30, 2019.

Year	Target Measure	Results
Baseline – 22 courts		
SFY 2017	32 courts	31
SFY 2018	42 courts	
SFY 2019	49 courts	

Data Source: Office Child Support Enforcement (OCSE) Federal 157 Performance report. One court was discontinued from the PAC program.

OUTCOME 2: Increase the average number of noncustodial parents that participate in the parental accountability court program from 506 to 1078 by September 30, 2019.

Year	Target Measure	Results
Baseline – 506		
SFY 2017	682	713
SFY 2018	924	
SFY 2019	1078	

Data Source: DCSS Data Warehouse

OUTCOME 3: Increase collections from noncustodial parents that participate in the parental accountability court program from \$547,489 to \$1,166,390 by September 30, 2019.

Year	Target Measure	Results
Baseline – \$547,489		
SFY 2017	\$737,489	\$1,436,013.00
SFY 2018	\$999,763	
SFY 2019	\$1,166,390	

Data Source: DCSS Data Warehouse

SAFETY OBJECTIVE 4:

Increase regular child support payments to the families by intervening early to build compliance and payment consistency.

STRATEGIES:

- Set income-based orders that reflect the parent's ability to pay with utilizing the agency initiated Review Modification (Rev-Mod) process.
- Ensure staff are following processes established in standard operating procedures when using the Data Warehouse report to identify cases that are only

paying 0-25% of the current support order amount.

- Develop targeted strategies and procedures for working cases in special ID's.
- Provide outreach services to noncustodial parents who face barriers who may be unemployed or under employed.
- Work the Undistributed Collections Report (report name SIDF88PR).
- Utilize the paternity task force to research techniques and strategies other states are using to excel with child support collections.

OUTCOME 1: Increase the percentage of current support paid 61.3% to 63.3% (2%) by September 30, 2019.

Current Support:

Year	Target Measure	Results
Baseline – 61.3%		
FFY17	61.3%	60.29%
FFY18	62.3%	
FFY19	63.3%	

*Data Source: Office Child Support Enforcement (OCSE) Federal 157 Performance report.
Data reported on FFY cycle.*

OUTCOME 2: Increase the percentage of arrears paid from 65.7% to 67.7% (2%) by September 30, 2019.

Arrears:

Year	Target Measure	Results
Baseline – 65.7%		
FFY17	65.7%	64.85%
FFY18	66.7%	
FFY19	67.7%	

*Data Source: Office Child Support Enforcement (OCSE) Federal 157 Performance report.
Data reported on FFY cycle.*

SAFETY OBJECTIVE 5:

Increase establishment number of paternities for children born out of wedlock.

STRATEGIES:

- Ensure staff are working the “Requires Establishment” report (RE Report: name SIDF9FEB) to identify all cases with paternity that requires establishment.
- Continue collaborations between the internal and external customers (state and field office, DFCS, Vital Records, etc.) to identify initiatives and barriers to increase paternity performance.
- Increase genetic testing collections through in-house paternity process.
- Ensure compliance with the locate standard operating procedure to maximize any opportunities for establishing paternity.

OUTCOME 1: Increase the number of paternities established from 90.2% to 93.9% (2.7%) by September 30, 2019.

Year	Target Measure	Results
Baseline – 90.2%		
SFY 2017	91.2%	96.33%
SFY 2018	92.7%	
SFY 2019	93.9%	

*Data Source: Office Child Support Enforcement (OCSE) Federal 157 Performance report.
Data reported on FFY cycle.*

SAFETY OBJECTIVE 6:

Ensure Families and Individuals, served by DFCS, have sustainable financial independence, voice and choice in their services.

STRATEGIES:

- Strengthen and expand the TANF Employment Job Placement Program and job skills training to promote self-sufficiency.
- Implement the Connected by 21 initiative, the extension of Foster Care for youth ages 18-21, to ensure that youth in transition are supported and self-sufficient.
- Implement Georgia’s Comprehensive Practice Model to provide Child Welfare staff with skills to effectively engage, partner and plan with families, as well as track and celebrate their successes.
- Strengthen the One Caseworker, One Family Practice Model within the Office of Family Independence to effectively improve customer service delivery, increase accountability for program outcomes and ensure local county-based service to customers.

OUTCOME 1: Sustain or increase the percent of Temporary Assistant for Needy Families (TANF) participants engaged in a countable work activity from 59% to 60% by June 30, 2019.

Year	Target Measure	Results
Baseline – 59%		
SFY 2017	60%	66.22%
SFY 2018	60%	
SFY 2019	60%	

*Data Source: The Office of Family Independence Planning, Performance and Reporting Monthly Files
National Standard: The federal standard rate set by the Administration for Children and Families (ACF) for Work Participation is 50%*

OUTCOME 2: Increase family and individual participation in Child Welfare Case Planning from 42% to 95% by June 30, 2019.

Year	Target Measure	Target %	Results
Baseline – 42%			
SFY 2017	59.7%	17.7% Increase	42%
SFY 2018	77.3%	17.6% Increase	
SFY 2019	95%	17.7% Increase	

Data Source: The Division's Child Welfare Quality Assurance Data compiled for the Federal Child and Family Services Review (CFSR)

National Standard: The Federal Child and Family Services Review (CFSR) Standard is 95%

SAFETY OBJECTIVE 7:

Ensure Families and Individuals DFCS served are healthy and stable.

STRATEGIES:

- Implement the Connected by 21 initiative to allow older Foster Care youth additional time to prepare for a safe and stable transition into adulthood.
- Implement Solution Based Casework throughout the state to ensure quality visits and engagement with parents and children.
- Implement the Partnership Parenting Model to provide support to both Resource and Birth Parents.
- Implement a Kinship Care Continuum – including Voluntary Kinship Care-to ensure that relatives caring for children and youth in foster care are provided the necessary services and supports to maintain placement stability, including continuation of benefits such as TANF and Medicaid.
- Develop and implement processes that ensure timely filing of Termination of Parental Rights in accordance with the Adoption and Safe Families Act (ASFA) to prevent barriers to permanency achievement.

OUTCOME 1: Increase the percentage of monthly parent visits in Child Protective Services and Foster Care by 7% for mothers and 15% for fathers by June 30, 2019.

Birth Mothers:

Year	Target Measure	Results
Baseline – 87%		
SFY 2017	87%	90.47%
SFY 2018	91%	
SFY 2019	95%	

Birth Fathers:

Year	Target Measure	Results
Baseline – 80%		
SFY 2017	80%	87.02%
SFY 2018	87.5%	
SFY 2019	95%	

*Data Source: The Federal Every Parent Every Month (EPEM) data pulled from the State's Automated Child Welfare Information System
National Standard: The Federal Every Parent Every Month (EPEM) Standard is 95%*

OUTCOME 2: Increase the percentage of relative placement for children in Foster Care from 25.6% to 50% by June 30, 2019.

Year	Target Measure	Results
Baseline – 27.40%		
SFY 2017	27.4%	29%
SFY 2018	38.7%	
SFY 2019	50%	

Data Source: The State's Automated Child Welfare Information System (SHINES)

OUTCOME 3: Increase the percentage of children in Foster Care with adoptions that finalize (within 24 months of entering care) from 28% to 52% by June 30, 2019.

Year	Target Measure	Results
Baseline – 28%		
SFY 2017	28%	21%
SFY 2018	40%	
SFY 2019	52%	

Data Source: The State's Automated Child Welfare Information System (SHINES)