



CHILD AND FAMILY SERVICES REVIEWS

Georgia

FINAL REPORT

2024



ADMINISTRATION FOR
CHILDREN & FAMILIES
Administration on Children, Youth and Families
Children's Bureau

This page is intentionally blank.

Final Report: Georgia Child and Family Services Review

INTRODUCTION

This document presents the findings of the Child and Family Services Review (CFSR) for the state of Georgia. The CFSRs enable the Children’s Bureau (CB) to: (1) ensure conformity with certain federal child welfare requirements; (2) determine what is happening to children and families as they are engaged in child welfare services; and (3) assist states in enhancing their capacity to help children and families achieve positive outcomes. Federal law and regulations authorize the CB, within the U.S. Department of Health and Human Services’ Administration for Children and Families, to administer the review of child and family services programs under titles IV-B and IV-E of the Social Security Act. The CFSRs are structured to help states identify strengths and areas needing improvement in their child welfare practices and programs as well as institute systemic changes that will improve child and family outcomes.

The findings for Georgia are based on:

- The Statewide Assessment prepared by the Georgia Department of Human Services’ Division of Family and Children Services (DFCS) and submitted to the CB on October 31, 2023. The Statewide Assessment is the state’s analysis of its performance on outcomes and the functioning of systemic factors in relation to title IV-B and IV-E requirements and the title IV-B Child and Family Services Plan.
- The February 2023 State Data Profile, prepared by the CB, which provides the state’s Risk-Standardized Performance (RSP) compared to national performance on 7 statewide data indicators.
- The results of case reviews of 65 cases [40 foster care, 24 in-home, and 1 in-home differential/alternative response], conducted via a State-Led Review process using a statewide sample January 1, 2024–March 31, 2024 examining case practices occurring March 2023 through March 2024.
- Interviews and focus groups with state stakeholders and partners, which included:
 - Attorneys and Guardian(s) ad Litem for children and youth
 - Attorneys for the agency
 - Attorneys for parents
 - Child welfare agency caseworkers and supervisors
 - Child welfare agency program managers
 - Child welfare agency state leadership and regional managers
 - Child welfare agency training staff
 - Court Appointed Special Advocates (CASA)
 - Foster and adoptive parent licensing staff and recruitment and retention staff
 - Foster and adoptive parents and relative caregivers
 - Judges
 - Parents
 - Service Providers
 - State licensed/approved childcare facility staff
 - State recognized Tribal members
 - Youth

Background Information

The Round 4 CFSR assesses state performance with regard to substantial conformity with 7 child and family outcomes and 7 systemic factors. Each outcome incorporates 1 or more of the 18 items included in the case review, and each item is rated as a Strength or Area Needing Improvement based on an evaluation of certain child welfare practices and processes in the cases reviewed in the state. With two exceptions, an item is assigned an overall rating of Strength if 90% or more of the applicable cases reviewed were rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being

Outcome 2, the requirement of a 95% Strength rating applies to those items. For a state to be in substantial conformity with a particular outcome, 95% or more of the cases reviewed must be rated as having substantially achieved the outcome. In addition, for Safety Outcome 1 and Permanency Outcome 1, the state’s RSP on applicable statewide data indicators must be better than or no different than national performance. This determination for substantial conformity is based on the data profile transmitted to the state to signal the start of that state’s CFSR. The state’s RSP in subsequent data profiles will be factored into the determination of indicators required to be included in the state’s Program Improvement Plan (PIP).

Eighteen items are considered in assessing the state’s substantial conformity with the 7 systemic factors. Each item reflects a key federal program requirement relevant to the Child and Family Services Plan (CFSP) for that systemic factor. An item is rated as a Strength or an Area Needing Improvement based on how well the item-specific requirement is functioning. A determination of the rating is based on information provided by the state to demonstrate the functioning of the systemic factor in the Statewide Assessment and, as needed, from interviews with stakeholders and partners. For a state to be in substantial conformity with the systemic factors, no more than 1 of the items associated with the systemic factor can be rated as an Area Needing Improvement. For systemic factors that have only 1 item associated with them, that item must be rated as a Strength for a determination of substantial conformity. An overview of the pathways to substantial conformity for the CFSR outcomes and systemic factors is in Appendix B of the Round 4 *CFSR Procedures Manual*.

The CB made several changes to the CFSR process, items, and indicators that are relevant to evaluating performance, based on lessons learned during the third round of reviews. As such, a state’s performance in the fourth round of the CFSRs may not be directly comparable to its performance in the third round.

I. SUMMARY OF PERFORMANCE

Georgia 2024 CFSR Assessment of Substantial Conformity for Outcomes and Systemic Factors

The CB has established high standards of performance for the CFSR based on the belief that because child welfare agencies work with our country’s most vulnerable children and families, only the highest standards of performance should be considered acceptable. The high standards ensure ongoing attention to achieving positive outcomes for children and families regarding safety, permanency, and well-being. This is consistent with the CFSR’s goal of promoting continuous improvement in performance on these outcomes. A state must develop and implement a PIP to address the areas of concern identified for each outcome or systemic factor for which the state is found not to be in substantial conformity. The CB recognizes that the kinds of systemic and practice changes necessary to bring about improvement in some outcome areas often take time to implement. The results of this CFSR are intended to serve as the basis for continued improvement efforts addressing areas where a state still needs to improve.

Table 1 provides a quick reminder of how case review items and statewide data indicators are combined to assess substantial conformity on each outcome:

Table 1. Outcomes, Case Review Items, and Statewide Data Indicators

Outcome	Case Review Item(s)	Statewide Data Indicators
Safety Outcome 1	Item 1	Maltreatment in foster care Recurrence of maltreatment
Safety Outcome 2	Items 2 and 3	N/A
Permanency Outcome 1	Items 4, 5, and 6	Permanency in 12 months for children entering foster care Permanency in 12 months for children in foster care 12–23 months Permanency in 12 months for children in care 24 months or more

Outcome	Case Review Item(s)	Statewide Data Indicators
		Reentry to foster care in 12 months Placement stability
Permanency Outcome 2	Items 7, 8, 9, 10, and 11	N/A
Well-Being Outcome 1	Items 12, 13, 14, and 15	N/A
Well-Being Outcome 2	Item 16	N/A
Well-Being Outcome 3	Items 17 and 18	N/A

Georgia was found in substantial conformity with none of the 7 outcomes:

The following 3 of the 7 systemic factors were found to be in substantial conformity:

- Quality Assurance System
- Agency Responsiveness to the Community
- Foster and Adoptive Parent Licensing, Recruitment, and Retention

CB Comments on State Performance

In its Round 3 CFSR in 2015, Georgia was not in substantial conformity with any of the 7 outcomes and was found to be in substantial conformity with 2 of the 7 systemic factors: Quality Assurance System and Agency Responsiveness to the Community. Georgia entered into a PIP to address the areas of nonconformity and successfully completed implementation of its PIP and met its measurement goals for Safety Outcome 1 and Permanency Outcome 1. Georgia did not meet the measurement goals for Safety Outcome 2 and Well-Being Outcome 1.

For Georgia's Round 4 CFSR, the CB approved a State-Led Review process, which was completed in 2024. Georgia was found not to be in conformity with any of the 7 outcomes and was in conformity with 3 of the 7 systemic factors: Quality Assurance System, Agency Responsiveness to the Community, and Foster and Adoptive Parent Licensing, Recruitment, and Retention.

The case review results identified solid practice in some aspects of the child welfare work. Georgia consistently ensures that protective services investigations are initiated timely and face-to-face contacts occur with children and are within the required timeframes. These timeframes were met in 18 of the 21 (86%) of the applicable cases reviewed. When it is necessary to bring children into foster care, siblings are often placed together, unless there is a valid reason for the siblings to be separated. This was found to be true in 23 of the 27 (85%) applicable cases reviewed. Georgia was also found to have a well-functioning quality assurance (QA) system. The state conducts ongoing accurate case reviews using the federal Onsite Review Instrument and Instructions (OSRI), can identify strengths and needs of the system, and routinely provides relevant reports to agency staff and system partners.

The findings around safety assessment, planning, and service delivery were below expected practice standards. Appropriate services to prevent entry or re-entry to foster care (Item 2) were provided in 21% of the applicable cases (9 of 42). Ratings for this item were lower for in-home services (family preservation) cases (16%) than they were for foster care cases (29%). Initial assessments of safety and risk were found to be accurate in 36% of the applicable cases (5 of 14). Ongoing assessments were accurate in 40% of the applicable cases (26 of 65). The reasons noted for not accurately identifying safety and risk concerns included a lack of quality visits with children and parents, and a lack of routinely completing necessary background checks and assessments for household members and voluntary kinship placements. There were also concerns about maltreatment allegations that were identified during the review process and in case documentation that were not formally reported or investigated and maltreatment allegations that were not substantiated despite evidence that would support substantiation. Both Safety Outcomes were not in substantial conformity.

As in Round 3, Georgia continues to be challenged in achieving permanency and stability for children in foster care. Permanency Outcome 1 was substantially achieved in 22.5% of the applicable foster care cases (9 of

40). Placement stability was rated as a Strength in 70% of the cases reviewed (28 of 40). In 30% of cases (12 of 40), placement moves were not planned by the agency to achieve the case goal or to better meet the needs of the child. In 60% of the foster care cases (24 of 40), appropriate permanency goals and applicable concurrent goals were established timely. However, 30% of the cases (12 of 40) were rated as a Strength for achieving permanency timely. The statewide data indicators for permanency reflect similar concerns with Georgia's RSP being statistically worse than national performance in achieving permanency within 12 months for children entering care, children in care 12–23 months, and children in care 24 months or more. These practice areas require a significant focus in the PIP by DFCS and legal and judicial professionals.

For the majority, 34 of the 40 foster care cases reviewed, initial permanency goals were established timely, which is a positive practice. However, in several cases, the current permanency goal of reunification, adoption, and/or guardianship, including those with concurrent goals, was in place for between 2 and 5 years at the time of review and were not appropriate. The case reviews largely did not uncover why permanency goals were staying in place for that long considering a child's age and needs, and case circumstances. Georgia should explore the agency, legal, and judicial practices that impede timely changing of permanency goals.

Children remain in care for long periods of time waiting for permanency, including children who enter care at young ages. Twelve of the 17 children who had been in foster care for more than 2 years as of the date of the review were under 13 years old. Georgia's supplemental context data to the statewide data indicators confirms this observation, with higher percentages of children 12 years old and younger still in care when compared with national levels. In 28 of the 40 foster care cases reviewed, there was a lack of concerted efforts toward the achievement of permanency due to DCFS not adequately assessing parents for services, not providing services or making referrals, not monitoring parents' progress and engagement in services, not visiting with parents, not making efforts to contact or locate parents, and not completing necessary steps to achieve guardianship or adoption. While there was minimal information about judges' and attorneys' practices regarding achieving permanency, the case reviews did indicate challenges in hearings not being held for unspecified periods of time, and cases that had delays in getting termination of parental rights (TPR) orders to the judge or signed by the judge.

Periodic reviews (judicial reviews) and permanency hearings are important junctures for legal and judicial professionals to assess the agency's efforts and parents' progress toward permanency, determine the permanency plan and when it will likely be achieved, assess efforts to achieve the permanency plan, and address barriers as necessary. These reviews and hearings should also evaluate the efforts made toward a concurrent goal, because having a concurrent goal in name only—i.e., where efforts have not been made toward the alternative plan—may delay permanency should the concurrent goal become the permanency plan. Similar to the findings in Round 3, concurrent goals were established in 14 of the 40 foster care cases, but efforts toward achieving the concurrent goal were not made in any of these cases. The inclusion of a concurrent goal therefore did not appear to support achieving permanency sooner. Georgia is encouraged to examine the quality of periodic reviews and permanency hearings to assist in the achievement of timely and appropriate permanency.

One area where there was a clear connection between agency, legal, and judicial practices that may be affecting timeliness to adoption involves the timely filing of TPR petitions per federal timeframes. Georgia is not routinely filing TPR petitions timely based on information from the Statewide Assessment, stakeholder interviews, and case reviews. This was also found in Round 3. In 9 of the 24 applicable cases (38%), where the child had been in foster care for 15 of the most recent 22 months, the filing of TPR petitions was either beyond federal timeframes or had not been filed. The case review also revealed either the agency not compiling the documents necessary for Special Assistant Attorneys General (SAAGs), who represent DFCS, to file TPR petitions or SAAGs taking months to file TPR petitions. Georgia should address in its PIP the timely filing of TPRs and the timeliness of permanency by adoption.

Another area of foundational practice concern is that of engagement with parents. There were significant challenges in accurately assessing and providing services to parents in both family preservation and foster care cases. Ten percent of applicable cases (6 of 59) received a Strength rating in the case review. Georgia performed slightly better with mothers than fathers and slightly better in foster care cases than family preservation cases. As noted earlier, this has a tremendous impact on achieving permanency for children in

foster care when parents are not receiving the necessary services to address the concerns that led to their children entering foster care. Similarly, the case review revealed that 26% (15 of 58 applicable cases) of parents were having visits of sufficient frequency and quality with caseworkers. For family preservation cases, there were few differences in the ratings between mothers and fathers. However, in foster care cases, frequency of visits with fathers was insufficient. While mothers were visited with sufficient frequency in 44% of the cases (14 of 32), this was true for 17% of fathers (4 of 23).

Finally, while Georgia often engaged children in the case planning process, this was not seen as frequently with parents. Mothers were engaged in case planning 58% of the time (32 of 55) and fathers were engaged 52% of the time (22 of 42). Eighty-four percent of cases reviewed were rated as an Area Needing Improvement across all three items (Sub-Item 12B and Items 13 and 15). Additionally, although the Item 20 systemic factor requires the case plan to be jointly developed with the parents, Georgia was unable to provide data demonstrating that this routinely happens. This clearly indicates a need for Georgia to focus on parent engagement through assessing and providing services to parents, actively engaging parents in case planning, and routinely visiting parents with sufficient frequency and quality to advance case goals.

Assessing and meeting the social, emotional, and behavioral health needs of children is also an area that needs significant attention. Children are not routinely being visited with sufficient frequency or quality. Less than half of the cases reviewed (32 of 65) were rated as a Strength for Item 14, Caseworker Visits With Children. Foster care cases rated somewhat better than family preservation cases. When children are not receiving high-quality visits with their caseworkers, it is challenging for the caseworkers to accurately assess the children's needs and provide adequate services to meet those needs. Behavioral health services for children rated poorly in the CFSR case review; 18% of cases (8 of 45) were rated as a Strength for accurately assessing children's behavioral health needs and providing appropriate services.

Two cross-cutting themes came to light during the CFSR process that need substantial attention in the Georgia child welfare system. The first is workforce and caseworker turnover. This was highlighted in case reviews as well as during stakeholder interviews and in the Statewide Assessment. The Statewide Assessment reported that the turnover rate for DFCS is 30.3% and that between State Fiscal Years 2017 and 2022, DFCS lost 16% of its total workforce, totaling more than 1,100 staff. Stakeholders cited this as a reason for not filing TPRs timely, staff not being adequately trained, and needed services not being provided to children and families.

The second cross-cutting theme identified in the review is a lack of available and accessible high-quality services, including sufficient placement resources for children in foster care. The impact of this, referred to previously, related to its impact on safety, timely permanency, and parent engagement. During interviews, stakeholders reported difficulty in obtaining services for children on the Autism Spectrum, mental health services for young children, and substance use treatment for youth and fathers. In addition, insufficient placement resources result in children being placed outside of their home counties. As noted earlier, this affects family visitation and ultimately time to permanency.

Equity Observations and Considerations

Ensuring that child welfare is serving all people equitably and with respect for all individuals is essential to the work in child welfare and is a focused priority at the Children's Bureau. To create a system that is effective and equitable for all, states must pay particular attention to variation in performance metrics because disparity in outcomes could signal inequity that should be explored and addressed. During Round 4 of the CFSR, there is a focus on using data and evidence to identify disparities in services and outcomes; to understand the role that child welfare programs, policies, and practices may play in contributing to those disparities; and to inform and develop system improvements to address them.

As noted below in the sections on Notable Changes and Observations in Performance on the Safety Outcome 1 and Permanency Outcome 1 data indicators during Round 4 (see those sections for specific value-based differences), the data for some of these statewide indicators showed the following notable performance-related information by race/ethnicity in Georgia:

- Children who are Black or African American alone, or Black or African American and another race, are at increased risk of maltreatment victimization in care.

- Black or African American children are less likely than children of other racial groups to exit to a permanent setting after their first year in care.
- Black or African American children who do exit to a permanent setting are at increased risk of reentry to foster care.

II. KEY FINDINGS RELATED TO OUTCOMES

For each outcome, we provide the state’s performance on the applicable statewide data indicators from the data profile that was transmitted to the state to signal the launch of the CFSR and performance summaries from the case review findings of the onsite review. CFSR statewide data indicators provide performance information on states’ child safety and permanency outcomes. The statewide data indicators are aggregate measures calculated using information that states report to the Adoption and Foster Care Analysis and Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS). For general information on the statewide data indicators and their use, see the Capacity Building Center for States page, <https://capacity.childwelfare.gov/states/topics/cfsr/cfsr-data-syntax-toolkit>. For a detailed description of the statewide data indicators, see CFSR Technical Bulletin #13A, <https://www.acf.hhs.gov/cb/training-technical-assistance/cfsr-technical-bulletin-13a>. Results have been rounded to the nearest whole number. A summary of the state’s performance for all outcomes and systemic factors is in Appendix A. Additional information on case review findings, including the state’s performance on case review item rating questions, is in the state’s practice performance report in Appendix B.

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

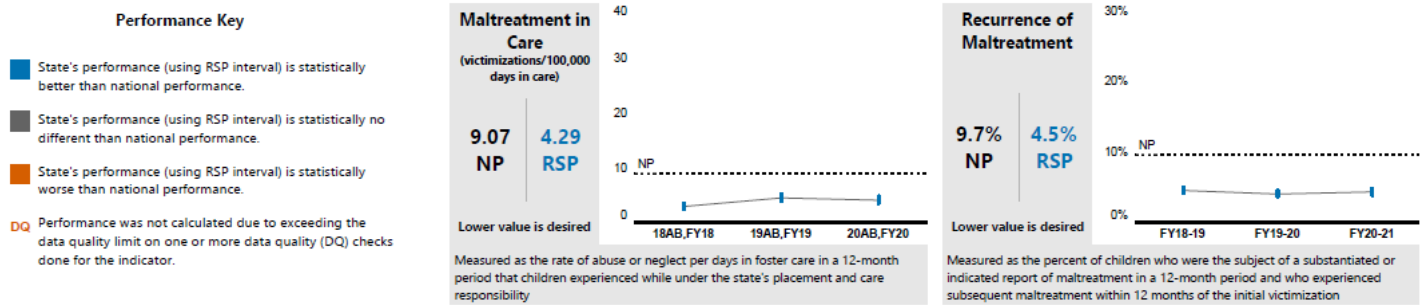
The CB determines whether a state is in substantial conformity based on the state’s RSP on two statewide data indicators and the state’s performance on Item 1: Timeliness of initiating investigations of reports of child maltreatment.

The state’s policy requires that DFCS initiate a Safety Assessment for response immediately when a present danger situation is indicated, within 24 hours in situations where an impending danger safety threat is indicated and there is no indication of a present danger situation, and within 5 weekdays when child maltreatment is indicated but there is no indication of a present danger situation or impending danger safety threat. An initial Safety Assessment is considered initiated when the worker has had face-to-face contact with the alleged child(ren) victims.

Statewide Data Indicators

The chart below shows the state’s performance from the February 2023 data profile that signaled the start of the Statewide Assessment process and was used to determine substantial conformity for Safety Outcome 1.

Figure 1. State's Performance on Safety Outcome 1 Indicators



Case Review

Figure 2. Performance on Safety Outcome 1 and Supporting Items



Georgia was found not to be in substantial conformity with Safety Outcome 1:

- The state's performance on the "maltreatment in foster care" data indicator was statistically better than national performance.
- The state's performance on the "recurrence of maltreatment" data indicator was statistically better than national performance.
- Less than 95% of the cases were rated as a Strength on Item 1.

Notable Changes and Observations in Performance on the Safety Outcome 1 Data Indicators During Round 4

Table 2. Risk-Standardized Performance Compared to National Performance—Safety 1 Data Indicators

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	August 2023 Profile	February 2024 Profile	Inclusion in PIP?
Maltreatment in Foster Care	Better	Better	Better	No
Recurrence of Maltreatment in 12 months	Better	Better	Better	No

All results reported here are based on the February 2024 data profile and supplementary context data and may describe performance that is different from what is depicted in Table 2 because that is from the February 2023

data profile, which was transmitted with the Statewide Assessment and used to determine substantial conformity.

For maltreatment in care, Georgia performs statistically better than national performance for each of the 3 reporting years. The following are notable observations for Georgia’s maltreatment-in-care Observed Performance:

- Nationally, youth aged 11 to 16 years make up the largest percent of victimizations in care, at 36% of all victimizations. In Georgia, however, this age group accounts for 47% of all victimizations in care.
- The victimization rate for the state, overall, is 2.5 victimizations per 100,000 days in care. However, Black or African American children had comparatively high victimization rates (4.0 and 4.3 per 100,000 days in care) in 2 of the 3 reporting years. Additionally, in the 2 most recent reporting years, children of two or more races had a higher victimization rate (5.9 and 4.0 per 100,000 days in care) than the state, and most of these children were both Black or African American and White. Taken together, Black or African American children consistently have high victimization-in-care rates.
- DeKalb County accounts for the most days in care of all counties in Georgia, and it has a victimization rate that is consistently higher than the state overall, ranging from 4.1 to 8.1 victimizations per 100,000 days in care.
- Nationally, nonrelative foster parents account for 6.3% of the victimizations in care, but in Georgia, nonrelative foster parents account for 46.5% of the victimizations in care.

Georgia consistently performs statistically better than national performance on the statewide data indicator for recurrence of maltreatment.

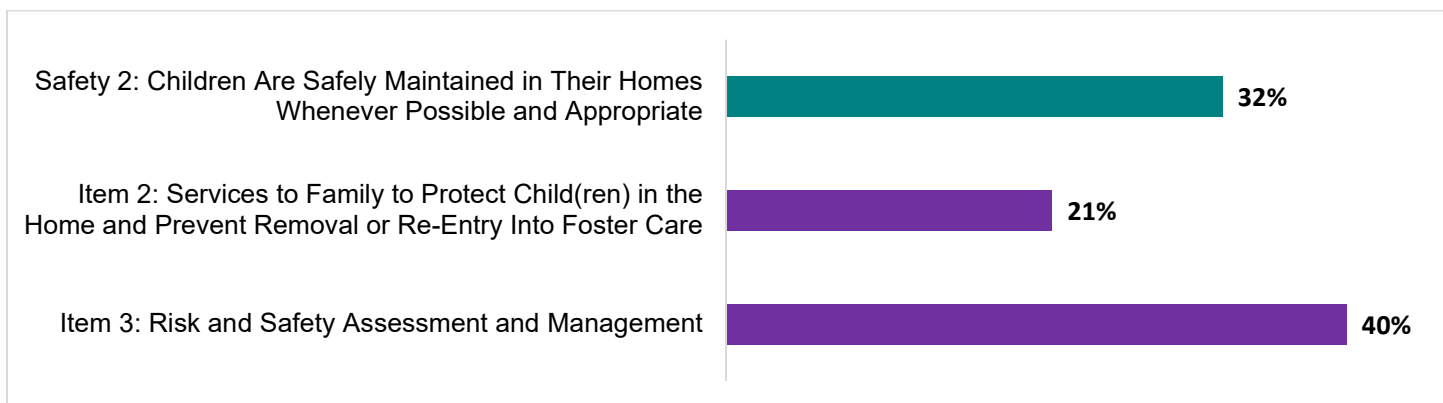
- There are no notable variances across age groups and racial or ethnic groups.
- Of the five counties with the most initial victims, all but Richmond County (4.3%) have a recurring victimization percentage that is lower than the state percentage (3.4%).

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 2 and 3.

Case Review

Figure 3. Performance on Safety Outcome 2 and Supporting Items



Georgia was found not to be in substantial conformity with Safety Outcome 2:

- Less than 95% of the cases reviewed were substantially achieved.

- Less than 90% of the cases were rated as a Strength on Item 2.
- Less than 90% of the cases were rated as a Strength on Item 3.

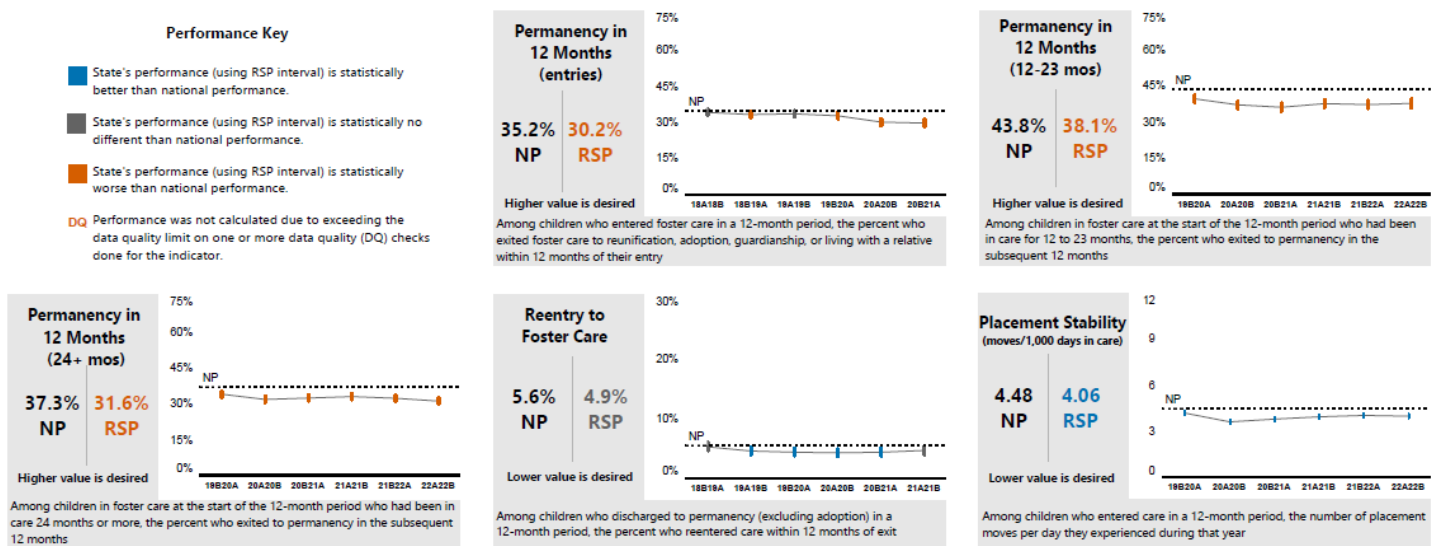
Permanency Outcome 1: Children have permanency and stability in their living situations.

The CB determines whether a state is in substantial conformity based on the state’s RSP on 5 statewide data indicators and the state’s performance on Items 4, 5, and 6.

Statewide Data Indicators

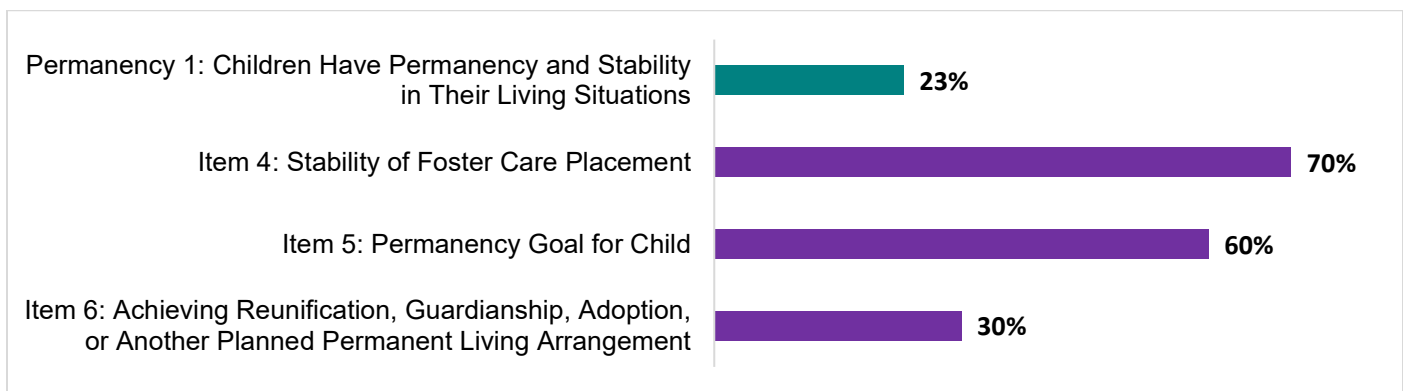
The chart below shows the state’s performance from the February 2023 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Permanency Outcome 1.

Figure 4. State’s Performance on Permanency Outcome 1 Indicators



Case Review

Figure 5. Performance on Permanency Outcome 1 and Supporting Items



Georgia was found not to be in substantial conformity with Permanency Outcome 1:

- The state’s performance on the “permanency in 12 months for children entering foster care” data indicator was statistically worse than national performance.

- The state’s performance on the “permanency in 12 months for children in foster care 12–23 months” data indicator was statistically worse than national performance.
- The state’s performance on the “permanency in 12 months for children in foster care 24 months or more” data indicator was statistically worse than national performance.
- The state’s performance on the “reentry to foster care in 12 months” data indicator was statistically no different than national performance.
- The state’s performance on the “placement stability” data indicator was statistically better than national performance. Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 4.
- Less than 90% of the cases were rated as a Strength on Item 5.
- Less than 90% of the cases were rated as a Strength on Item 6

Notable Changes and Observations in Performance on the Permanency Outcome 1 Data Indicators During Round 4

Table 3. Risk-Standardized Performance Compared to National Performance—Permanency 1 Data Indicators

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	August 2023 Profile	February 2024 Profile	Inclusion in PIP?
Permanency in 12 months for children entering care	Worse	Worse	Worse	Yes
Permanency in 12 months for children in care 12–23 months	Worse	Worse	Worse	Yes
Permanency in 12 months for children in care 24 months or more	Worse	Worse	Worse	Yes
Reentry to foster care in 12 months	No Different	No Different	Better	No
Placement stability	Better	Worse	Worse	No

All results reported here are based on the February 2024 data profile and supplementary context data and may describe performance that is different from what is depicted in Table 3 because that is from the February 2023 data profile which was transmitted with the Statewide Assessment and used to determine substantial conformity.

Georgia consistently performs statistically worse than national performance on the statewide data indicator for permanency in 12 months for children entering care. Furthermore, performance is trending worse over the 3 reporting years. The rate at which children enter care is a component of measuring and understanding permanency in 12 months for children entering care and, therefore, entry rates are included here in the notable observations.

- The foster care entry rate in Georgia is 1.8 entries per 1,000 children in the population, which is slightly lower than the national rate of 2.2 entries per 1,000 children in the population.
- The six counties with the largest child populations all have foster care entry rates that are below the state’s overall level.

- There are no notable variances across age groups and racial or ethnic groups with respect to the percentage of children in these groups who exit to a permanent setting.
- Cherokee, DeKalb, and Richmond Counties are three of the four counties with the largest frequency of children entering care, and in each of these counties the percentage of children exiting to a permanent setting decreased by over 10% across the most recent 3 reporting years. Given that the state's percentage is also decreasing over this same time range, these counties are notable because they are the large drivers of that decrease.

Georgia's performance for permanency in 12 months for children in care 12–23 months and 24 months or more is statistically worse than national performance for both indicators across all reported time periods.

- Black or African American children who have been in care for 12–23 months and 24 months or more are less likely to exit to permanency than children in other racial groups. Specifically, 27.3% of those in care 12–23 months and 27.6% of those in care 24 months or more exited to permanency compared with state levels of 36.4% permanent exits for children in care 12–23 months and 24 months or more.
- For children in care up to 3 years, Georgia completes fewer adoptions (7.7% of entries) than are completed at the national level (12.7% of entries). Most adoptions are completed past the 12-month mark, and thus Georgia's relatively low adoption rate contributes to the low percentage of permanent exits for children in care 12 months or more.
- Looking past the 24-month mark, children in Georgia are at increased risk of staying in care until they age out (emancipate) compared to national levels.

On reentry to foster care, Georgia performs either statistically better or no different than national performance across the 3 reporting years.

- Nationally, youth aged 11 to 16 years make up the largest percentage of reentries into care and represent 35% of all reentries. These youth are at elevated risk of reentry in Georgia and account for 46.3% of all reentries in the state.
- Black or African American children are more likely to reenter care than children in other racial and ethnic groups. Black or African American children are disproportionately represented among reentries as they are 38.4% of all exits but 46.3% of all reentries.

At the time of the statewide assessment, Georgia consistently performed statistically better than national performance for placement stability. However, in the two most recent reporting periods, Georgia's placement stability is statistically worse than national performance.

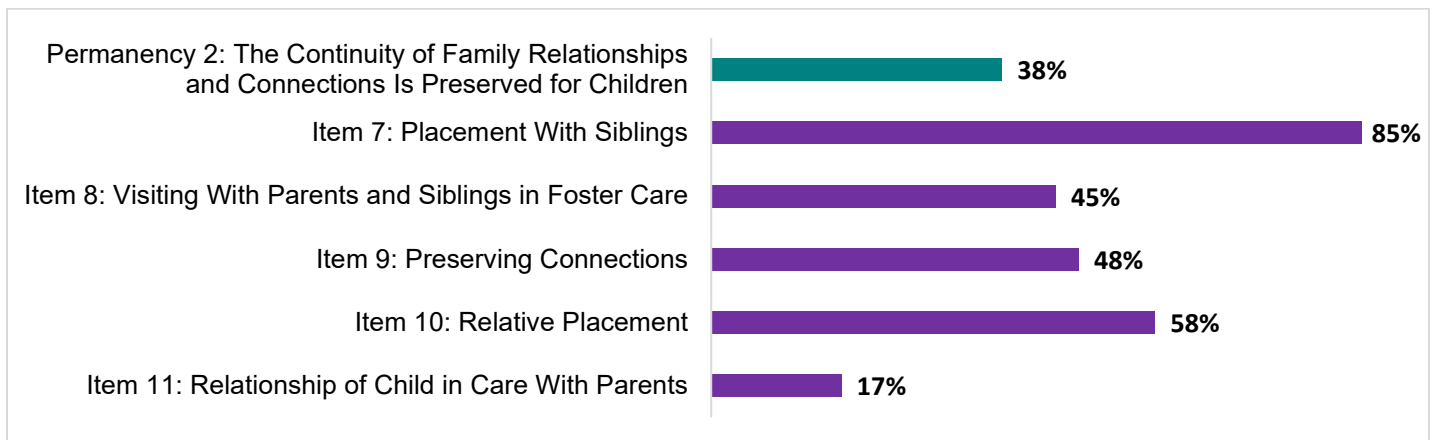
- Black or African American children have higher rates of placement moves than the state overall. The difference is not large, but it is consistent across years.

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 7, 8, 9, 10, and 11.

Case Review

Figure 6. Performance on Permanency Outcome 2 and Supporting Items



Georgia was found not to be in substantial conformity with Permanency Outcome 2:

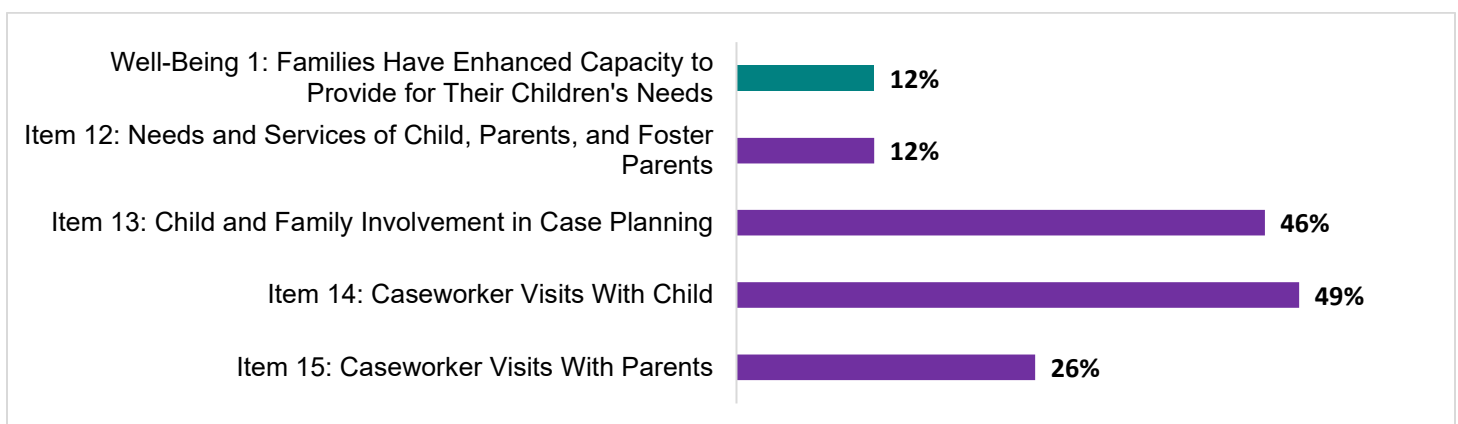
- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 7.
- Less than 90% of the cases were rated as a Strength on Item 8.
- Less than 90% of the cases were rated as a Strength on Item 9.
- Less than 90% of the cases were rated as a Strength on Item 10.
- Less than 90% of the cases were rated as a Strength on Item 11.

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 12, 13, 14, and 15.

Case Review

Figure 7. Performance on Well-Being Outcome 1 and Supporting Items



Georgia was found not to be in substantial conformity with Well-Being Outcome 1:

- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 12.

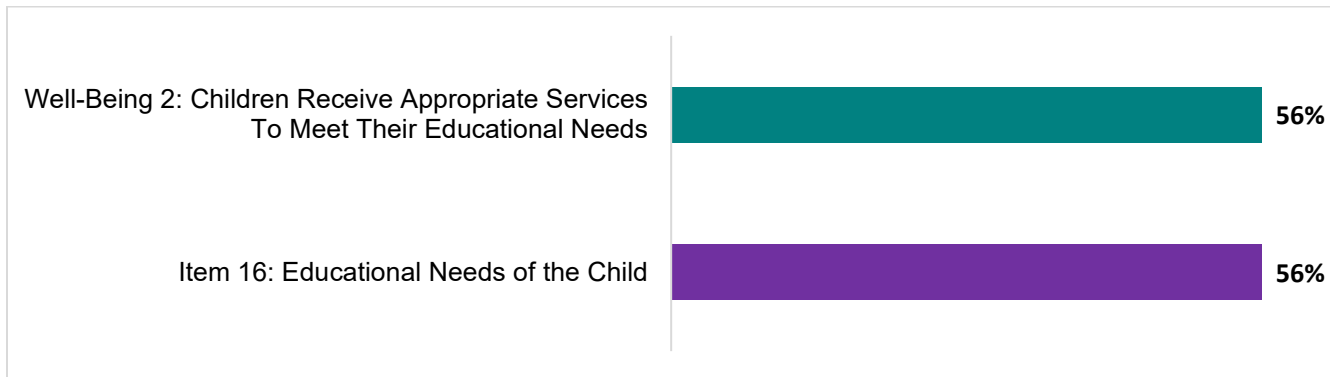
- Less than 90% of the cases were rated as a Strength on Sub-Item 12A.
- Less than 90% of the cases were rated as a Strength on Sub-Item 12B.
- Less than 90% of the cases were rated as a Strength on Sub-Item 12C.
- Less than 90% of the cases were rated as a Strength on Item 13.
- Less than 90% of the cases were rated as a Strength on Item 14.
- Less than 90% of the cases were rated as a Strength on Item 15.

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

The CB determines whether a state is in substantial conformity based on the state’s performance on Item 16.

Case Review

Figure 8. Performance on Well-Being Outcome 2 and Supporting Items



Georgia was found not to be in substantial conformity with Well-Being Outcome 2:

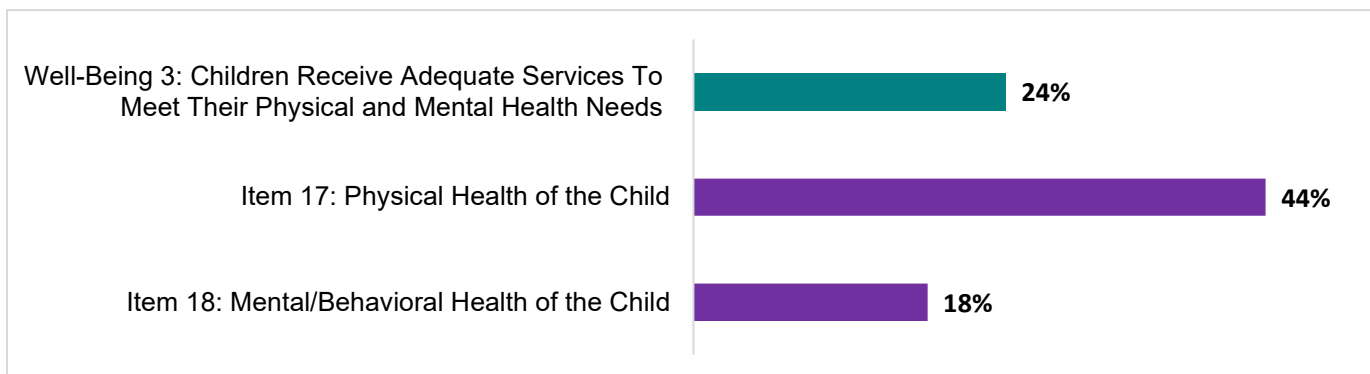
- Less than 95% of the cases were rated as a Strength on Item 16.

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 17 and 18.

Case Review

Figure 9. Performance on Well-Being Outcome 3 and Supporting Items



Georgia was found not to be in substantial conformity with Well-Being Outcome 3:

- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 17.
- Less than 90% of the cases were rated as a Strength on Item 18.

III. KEY FINDINGS RELATED TO SYSTEMIC FACTORS

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined based on ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required. For each systemic factor below, we provide performance summaries and a determination of whether the state is in substantial conformity with that systemic factor. In addition, we provide ratings for each item.

Statewide Information System

The CB determines whether a state is in substantial conformity based on the state’s performance on Item 19.

Item	Rating
Item 19: Statewide Information System	Area Needing Improvement

Georgia was found not to be in substantial conformity with the systemic factor of Statewide Information System.

Item 19: Statewide Information System

Description of Systemic Factor Item: The statewide information system is functioning statewide to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care.

- Georgia received an overall rating of Area Needing Improvement for Item 19 based on information from the Statewide Assessment and stakeholder interviews.
- Georgia reported that system users can readily identify the status, demographic characteristics, goals, and initial placements of all children in foster care or who have been in foster care in the past 12 months. State policy requires that updates to data be completed within 3 business days. Although the state has a system in place to ensure the data are checked for accuracy monthly, the time to update placement changes is too long. As a result, a child’s location is not readily identifiable.

Case Review System

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 20, 21, 22, 23, and 24.

Items	Rating
Item 20: Written Case Plan	Area Needing Improvement
Item 21: Periodic Reviews	Area Needing Improvement
Item 22: Permanency Hearings	Area Needing Improvement
Item 23: Termination of Parental Rights	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Area Needing Improvement

Georgia was found not to be in substantial conformity with the systemic factor of Case Review System.

Item 20: Written Case Plan

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a written case plan that is developed jointly with the child's parent(s) and includes the required provisions.

- Georgia received an overall rating of Area Needing Improvement for Item 20 based on information from the Statewide Assessment and stakeholder interviews.
- Information in the Statewide Assessment and collected during interviews with stakeholders indicated that the state utilizes Family Team Meetings to ensure case plans are completed timely and that timely case plans are in place for most cases. However, information from stakeholder interviews and the Statewide Assessment found that parents are not consistently involved in case planning. Case plans are generic, presented to parents with the same tasks and goals, not routinely individualized based on case circumstances, and not always updated to reflect changing case circumstances.

Item 21: Periodic Reviews

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review.

- Georgia received an overall rating of Area Needing Improvement for Item 21 based on information from the Statewide Assessment and stakeholder interviews.
- Data provided in the Statewide Assessment and collected during stakeholder interviews does not demonstrate that for each child a periodic review occurs no less frequently than every 6 months. While stakeholders asserted that periodic reviews were held timely, administrative data did not delineate what percentage of children had a periodic review every 6 months.

Item 22: Permanency Hearings

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a permanency hearing in a qualified court or administrative body that occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

- Georgia received an overall rating of Area Needing Improvement for Item 22 based on information from the Statewide Assessment and stakeholder interviews.
- Information in the Statewide Assessment asserted that most permanency hearings were held timely, but numerators and denominators were not included to support that assertion. Stakeholders reported that in their experience permanency hearings were held timely, but they were unable to provide data that supported their experience. In addition, it is unclear that all hearings that are called permanency hearings included the elements required for such hearings.

Item 23: Termination of Parental Rights

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that the filing of termination of parental rights (TPR) proceedings occurs in accordance with required provisions.

- Georgia received an overall rating of Area Needing Improvement for Item 23 based on information from the Statewide Assessment and stakeholder interviews.
- Information in the Statewide Assessment and collected during stakeholder interviews indicated that the process for timely filing of TPR varies across the state. The agency's case management system can identify children who have been in care 15 of the most recent 22 months, and children who meet other Adoption and Safe Families Act requirements, but frequently action is not taken to file a TPR. There is no consistent process to track exceptions, including documented compelling reasons not to file. Stakeholders noted other challenges to the timely filing of TPR, such as some courts requiring that an

adoptive resource be identified before TPR is filed, the extensive time required by workers to provide agency attorneys with all the information needed to prepare the petition for TPR, and caseworker turnover.

Item 24: Notice of Hearings and Reviews to Caregivers

Description of Systemic Factor Item: The case review system is functioning to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child.

- Georgia received an overall rating of Area Needing Improvement for Item 24 based on information from the Statewide Assessment and stakeholder interviews.
- Information in the Statewide Assessment and collected during interviews with stakeholders showed that the state does not have a consistent process for notifying foster parents, pre-adoptive parents, or relative caregivers of periodic reviews and permanency hearings that includes notification of their right to be heard, and there is no process for tracking whether foster parents, pre-adoptive parents, or caregivers receive court notifications that include the right to be heard. The Statewide Assessment and stakeholders described multiple methods for providing notice of periodic reviews and permanency hearings, including emails from the caseworker, county administrator, or agency attorney; or verbal notice of reviews and hearings from either CASAs or caseworkers. Some stakeholders indicated that notice of reviews and hearings was not routinely provided and that notices did not routinely include informing the foster parents, pre-adoptive parents, or caregivers of their right to be heard.

Quality Assurance System

The CB determines whether a state is in substantial conformity based on the state’s performance on Item 25.

Item	Rating
Item 25: Quality Assurance System	Strength

Georgia was found to be in substantial conformity with the systemic factor of Quality Assurance System.

Item 25: Quality Assurance System

Description of Systemic Factor Item: The quality assurance system is functioning statewide to ensure that it (1) is operating in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures.

- Georgia received an overall rating of Strength for Item 25 based on information from the Statewide Assessment.
- In the Statewide Assessment, Georgia described a robust case record review process that operates in all regions of the state included in the CFSP using the OSRI. Georgia routinely reports strengths and needs data with the supervisor focus group after each review, and during training sessions, summits, roundtables, and regional community collaboration meetings. Georgia implemented C3 Coordinators (CFSR, CFSP, and CQI) and Field Program Specialists who work with regions on improvement strategies. In addition, Georgia’s Continuous Quality Improvement and QA teams support county offices in implementing improvement strategies and evaluating the outcomes of those improvement strategies.

Staff and Provider Training

The CB determines whether a state is in substantial conformity based on the state's performance on Items 26, 27, and 28.

Items	Rating
Item 26: Initial Staff Training	Area Needing Improvement
Item 27: Ongoing Staff Training	Area Needing Improvement
Item 28: Foster and Adoptive Parent Training	Area Needing Improvement

Georgia was found not to be in substantial conformity with the systemic factor of Staff and Provider Training.

Item 26: Initial Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions.

- Georgia received an overall rating of Area Needing Improvement for Item 26 based on information from the Statewide Assessment and stakeholder interviews.
- In the Statewide Assessment, Georgia provided data that showed the median number of days to complete new worker training but did not provide the numerator and denominator of how many new staff completed training within the required timeframes. Georgia's initial classroom training is insufficient to prepare new workers for their roles. Stakeholders reported that when the classroom training is supplemented with field practice coaches and peer mentors, it is more effective in preparing staff for their roles. However, field practice coaches and peer mentors are not available in every region or county, and as a result, the initial training system is not routinely functioning adequately across the state.

Item 27: Ongoing Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that ongoing training is provided for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.

- Georgia received an overall rating of Area Needing Improvement for Item 27 based on information from the Statewide Assessment and stakeholder interviews.
- Data from the Statewide Assessment shows that while ongoing training is relevant and helpful to staff completing their jobs, most staff do not complete the required 20 hours of ongoing training. No data were provided about the rate of supervisors completing supervisory training within the required timeframes.

Item 28: Foster and Adoptive Parent Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

- Georgia received an overall rating of Area Needing Improvement for Item 28 based on information from the Statewide Assessment and stakeholder interviews.
- Information gathered from the Statewide Assessment and stakeholder interviews identifies that Initial Interest, Mutual Selection, Pre-Service Training, Assessment, Continuing Development and Teamwork

(IMPACT), the initial foster parent training, must be completed before a home can be licensed. The current initial training for foster parents provides useful information about rules and regulations, but it does not provide foster parents with the skills they need to support the children in their care. Information gathered indicates that the needs of foster children far exceed the training provided. Staff of childcare institutions are trained according to the training requirements outlined in provider contracts, and their training is tracked by the agency. Ongoing foster parent training is provided on demand and is seen as helpful to assist foster parents in addressing specific challenges experienced in the home.

Service Array and Resource Development

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 29 and 30.

Items	Rating
Item 29: Array of Services	Area Needing Improvement
Item 30: Individualizing Services	Area Needing Improvement

Georgia was found not to be in substantial conformity with the systemic factor of Service Array and Resource Development.

Item 29: Array of Services

Description of Systemic Factor Item: The service array and resource development system is functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the CFSP: (1) services that assess the strengths and needs of children and families and determine other service needs, (2) services that address the needs of families in addition to individual children in order to create a safe home environment, (3) services that enable children to remain safely with their parents when reasonable, and (4) services that help children in foster and adoptive placements achieve permanency.

- Georgia received an overall rating of Area Needing Improvement for Item 29 based on information from the Statewide Assessment and stakeholder interviews.
- Information from the Statewide Assessment and confirmed by stakeholders shows that while the state has services available in many areas of the state to meet the needs of children and families, many services are not readily accessible in rural areas or for specific types of service needs. Stakeholders reported difficulty in obtaining services for children on the Autism Spectrum, mental health services for young children, and substance use treatment for youth and fathers. In addition, there are insufficient placement resources, resulting in children being placed outside of their home counties, which affects family visitation and ultimately time to permanency. Although Georgia described efforts to improve the accessibility and availability of services in the Statewide Assessment, the results of these efforts have not been sufficient to meet the needs of children and families involved in the child welfare system.

Item 30: Individualizing Services

Description of Systemic Factor Item: The service array and resource development system is functioning statewide to ensure that the services in Item 29 can be individualized to meet the unique needs of children and families served by the agency.

- Georgia received an overall rating of Area Needing Improvement for Item 30 based on information from the Statewide Assessment and stakeholder interviews.
- Multiple stakeholder groups noted that services were not individualized to meet the needs of children and families. Services were described as generic, with families receiving the same services regardless of the reason for agency involvement. Specific issues were identified in services for families who do not speak English, parents with intellectual disabilities, and youth identifying as LGBTQIA2S+. Although there were no identified specialized funding streams used to individualize services across the state,

some counties have access to community- or faith-based organizations that can assist with specialized needs on a case-by-case basis.

Agency Responsiveness to the Community

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 31 and 32.

Items	Rating
Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Strength
Item 32: Coordination of CFSP Services With Other Federal Programs	Strength

Georgia was found to be in substantial conformity with the systemic factor of Agency Responsiveness to the Community.

Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that, in implementing the provisions of the CFSP and developing related Annual Progress and Services Reports (APSRs), the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP.

- Georgia received an overall rating of Strength for Item 31 based on information from Statewide Assessment.
- In the Statewide Assessment, Georgia described ongoing collaborative efforts with a variety of community partners, including the judiciary, behavioral health, the hospital association, child and family service providers, and the Foster Stronger Coalition, which is a group of faith-based organizations that serve or support the child welfare system across the state in its CFSP and APSR processes. Georgia also facilitates regional collaboration meetings including courts, school systems, state tribes, law enforcement, mental health and substance use treatment providers, and state agency partners including Behavioral Health and Developmental Disabilities and Juvenile Justice to review progress on the CFSP and APSR. Georgia invites former youth, parents, and kinship caregivers to stakeholder collaboration meetings, depending on the topic, to ensure that the voices of those serviced by the child welfare system are prioritized in the discussion of needs and services. Georgia routinely incorporates feedback from stakeholders into its CFSP, APSR, and policy decisions.

Item 32: Coordination of CFSP Services With Other Federal Programs

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that the state’s services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

- Georgia received an overall rating of Strength for Item 32 based on information from the Statewide Assessment and stakeholder interviews.
- Information in the Statewide Assessment showed that the agency works closely with other federal programs serving the same population through its Interagency Directors Team—comprising the Departments of Human Resources, Juvenile Justice, Community Health, Public Health, Education, and Early Care and Learning, and the Georgia Vocational Rehabilitation Agency—to promote increased cooperation, coordination, and integration at the administrative and service delivery levels between the parties for the benefit of children and families. Georgia also uses its Georgia Gateway as a one-stop resource for access to benefits such as the Supplemental Nutrition Assistance Program and Temporary

Assistance for Needy Families, with participation from DFCS and the Departments of Community Health, Early Care and Learning, and Public Health to coordinate services to families. Georgia meets monthly with the Department of Early Care and Learning to resolve any childcare referral issues and utilizes housing vouchers through county and city Department of Housing and Urban Development offices.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

The CB determines whether a state is in substantial conformity based on the state’s performance on Items 33, 34, 35, and 36.

Items	Rating
Item 33: Standards Applied Equally	Strength
Item 34: Requirements for Criminal Background Checks	Strength
Item 35: Diligent Recruitment of Foster and Adoptive Homes	Strength
Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements	Area Needing Improvement

Georgia was found to be in substantial conformity with the systemic factor of Foster and Adoptive Parent Licensing, Recruitment, and Retention.

Item 33: Standards Applied Equally

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds.

- Georgia received an overall rating of Strength for Item 33 based on information from the Statewide Assessment and stakeholder interviews.
- Georgia has policy and procedures and minimum standards to ensure that foster homes and Child Caring Institutions (CCIs) maintain consistent licensing standards. Georgia completes comprehensive written evaluations of its agency foster homes and reviews the evaluations of private agency foster homes and CCIs. The Georgia Office of Provider Management and the Caregiver Recruitment and Retention Unit monitor agencies and foster homes to ensure consistency across regions. Stakeholders agreed that licensing standards are applied equally across state agency homes and private agency homes, and homes approved by private agencies are sent to the licensing team of the private agency to ensure that statutory requirements are met. Waivers are granted to kinship providers for non-safety-related concerns such as sleeping arrangements, income, and flexibility in timeframes for completion of initial training.

Item 34: Requirements for Criminal Background Checks

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the state complies with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.

- Georgia received an overall rating of Strength for Item 34 based on information from the Statewide Assessment and stakeholder interviews.
- Georgia requires background checks on all foster parents, adoptive parents, and child-caring agency staff before a child is placed, and provided data that shows consistency in application of the policy. Georgia reported that if a background screening were late, a home would be placed on unapproved status, affecting future placements and payments until the issue was corrected. Stakeholders reported

that policies and procedures for ensuring safety were robust and that automatic holds were placed in the system when any placement was out of compliance with background checks or safety protocols. Georgia sends reminders to update background checks for re-evaluation periods and when a child in the home reaches 18 years of age. The state has in place a special investigation process that handles all referrals for child abuse and neglect within foster and adoptive placements. This includes a prompt review process to ensure that the investigation was handled appropriately.

Item 35: Diligent Recruitment of Foster and Adoptive Homes

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide.

- Georgia received an overall rating of Strength for Item 35 based on information from the Statewide Assessment and stakeholder interviews.
- In the Statewide Assessment, Georgia demonstrated that it uses race and ethnicity data to recruit foster and adoptive homes that are reflective of the child welfare population. While Georgia struggles with recruiting sufficient Hispanic foster parents, stakeholders indicated that the agency could provide individualized training using Spanish-speaking trainers. Georgia's diligent recruitment plan specifically focuses on recruitment of Hispanic families.

Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

- Georgia received an overall rating of Area Needing Improvement for Item 36 based on information from the Statewide Assessment and stakeholder interviews.
- Georgia provided data in the Statewide Assessment that did not demonstrate timely completion of Interstate Compact on the Placement of Children (ICPC) requests received by the state. Barriers to timely completion of home studies included a lack of specialized staff in the regions, turnover, and competing priorities of overworked staff. While Georgia is challenged in completing ICPC requests in a timely manner, they do utilize the National Electronic Interstate Compact Enterprise system to support more timely completion of ICPC requests.

IV. APPENDIX A

Summary of Georgia 2024 Child and Family Services Review Performance

I. Ratings for Safety, Permanency, and Well-Being Outcomes and Items and Performance on Statewide Data Indicators

Outcome Achievement: Outcomes may be rated as in substantial conformity or not in substantial conformity. 95% of the applicable cases reviewed must be rated as having substantially achieved the outcome for the state to be in substantial conformity with the outcome.

Item Achievement: Items may be rated as a Strength or as an Area Needing Improvement. For an overall rating of Strength, 90% of the cases reviewed for the item (with the exception of Item 1 and Item 16) must be rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies.

Statewide Data Indicators: For Safety Outcome 1 and Permanency Outcome 1, the state's performance is also considered against the national performance for each statewide data indicator. State performance may be statistically better, worse, or no different than the national performance. If a state did not provide the required data or did not meet the applicable item data quality limits, the CB did not calculate the state's performance for the statewide data indicator.

RSP (Risk-Standardized Performance) is derived from a multi-level statistical model, reflects the state's performance relative to states with similar children, and takes into account the number of children the state served, the age distribution of these children and, for some indicators, the state's entry rate. It uses risk adjustment to minimize differences in outcomes due to factors over which the state has little control and provides a fairer comparison of state performance against national performance.

RSP Interval is the 95% confidence interval estimate for the state's RSP. The values shown are the lower RSP and upper RSP of the interval estimate. The interval accounts for the amount of uncertainty associated with the RSP. For example, the CB is 95% confident that the true value of the RSP is between the lower and upper limit of the interval.

Data Period(s) Used refers to the initial 12-month period and the period(s) of data needed to follow the children to observe their outcomes. The FY or federal fiscal year refers to NCANDS data, which spans the 12-month period October 1–September 30. All other periods refer to AFCARS data. "A" refers to the 6-month period October 1–March 31. "B" refers to the 6-month period April 1–September 30. The 2-digit year refers to the calendar year in which the period ends.

SAFETY OUTCOME 1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT.

Data Element	Overall Determination	State Performance
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.	Not in Substantial Conformity	86% Substantially Achieved
Item 1: Timeliness of investigations	Area Needing Improvement	86% Strength

DATA INDICATORS FOR SAFETY OUTCOME 1

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Maltreatment in foster care (victimizations per 100,000 days in care)	9.07	Better	Lower	4.29	3.65–5.05	20A–20B, FY20–21
Recurrence of maltreatment	9.7%	Better	Lower	4.5%	4.0%–5.0%	FY2021

SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

Data Element	Overall Determination	State Performance
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.	Not in Substantial Conformity	32% Substantially Achieved
Item 2: Services to protect child(ren) in the home and prevent removal or re-entry into foster care	Area Needing Improvement	21% Strength
Item 3: Risk and safety assessment and management	Area Needing Improvement	40% Strength

PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS.

Data Element	Overall Determination	State Performance
Permanency Outcome 1: Children have permanency and stability in their living situations.	Not in Substantial Conformity	23% Substantially Achieved
Item 4: Stability of foster care placement	Area Needing Improvement	70% Strength
Item 5: Permanency goal for child	Area Needing Improvement	60% Strength
Item 6: Achieving reunification, guardianship, adoption, or another planned permanent living arrangement	Area Needing Improvement	30% Strength

DATA INDICATORS FOR PERMANENCY OUTCOME 1

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Permanency in 12 months for children entering foster care	35.2%	Worse Than National Performance	Higher	30.2%	28.8%–31.6%	20B–22B
Permanency in 12 months for children in foster care 12–23 months	43.8%	Worse Than National Performance	Higher	38.1%	36.2%–40.0%	22A–22B
Permanency in 12 months for children in foster care 24 months or more	37.3%	Worse Than National Performance	Higher	31.6%	30.4%–32.9%	22A–22B
Re-entry to foster care in 12 months	5.6%	No Different Than National Performance	Lower	4.9%	4.2%–5.6%	21A–22B
Placement stability (moves per 1,000 days in care)	4.48	Better Than National Performance	Lower	4.06	3.93–4.2	22A–22B

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

Data Element	Overall Determination	State Performance
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.	Not in Substantial Conformity	38% Substantially Achieved
Item 7: Placement with siblings	Area Needing Improvement	85% Strength
Item 8: Visiting with parents and siblings in foster care	Area Needing Improvement	45% Strength
Item 9: Preserving connections	Area Needing Improvement	48% Strength
Item 10: Relative placement	Area Needing Improvement	58% Strength
Item 11: Relationship of child in care with parents	Area Needing Improvement	17% Strength

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.	Not in Substantial Conformity	12% Substantially Achieved
Item 12: Needs and services of child, parents, and foster parents	Area Needing Improvement	12% Strength
Sub-Item 12A: Needs assessment and services to children	Area Needing Improvement	43% Strength
Sub-Item 12B: Needs assessment and services to parents	Area Needing Improvement	10% Strength
Sub-Item 12C: Needs assessment and services to foster parents	Area Needing Improvement	46% Strength
Item 13: Child and family involvement in case planning	Area Needing Improvement	46% Strength
Item 14: Caseworker visits with child	Area Needing Improvement	49% Strength
Item 15: Caseworker visits with parents	Area Needing Improvement	26% Strength

WELL-BEING OUTCOME 2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.	Not in Substantial Conformity	56% Substantially Achieved
Item 16: Educational needs of the child	Area Needing Improvement	56% Strength

WELL-BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.	Not in Substantial Conformity	24% Substantially Achieved
Item 17: Physical health of the child	Area Needing Improvement	44% Strength
Item 18: Mental/behavioral health of the child	Area Needing Improvement	18% Strength

II. Ratings for Systemic Factors

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the

systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined on the basis of ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required.

STATEWIDE INFORMATION SYSTEM

Data Element	Source of Data and Information	State Performance
Statewide Information System	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 19: Statewide Information System	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

CASE REVIEW SYSTEM

Data Element	Source of Data and Information	State Performance
Case Review System	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 20: Written Case Plan	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 21: Periodic Reviews	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 22: Permanency Hearings	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 23: Termination of Parental Rights	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

QUALITY ASSURANCE SYSTEM

Data Element	Source of Data and Information	State Performance
Quality Assurance System	Statewide Assessment	Substantial Conformity
Item 25: Quality Assurance System	Statewide Assessment	Strength

STAFF AND PROVIDER TRAINING

Data Element	Source of Data and Information	State Performance
Staff and Provider Training	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 26: Initial Staff Training	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 27: Ongoing Staff Training	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

Data Element	Source of Data and Information	State Performance
Item 28: Foster and Adoptive Parent Training	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

SERVICE ARRAY AND RESOURCE DEVELOPMENT

Data Element	Source of Data and Information	State Performance
Service Array and Resource Development	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 29: Array of Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 30: Individualizing Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

AGENCY RESPONSIVENESS TO THE COMMUNITY

Data Element	Source of Data and Information	State Performance
Agency Responsiveness to the Community	Statewide Assessment and Stakeholder Interviews	Substantial Conformity
Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Statewide Assessment	Strength
Item 32: Coordination of CFSP Services With Other Federal Programs	Statewide Assessment and Stakeholder Interviews	Strength

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

Data Element	Source of Data and Information	State Performance
Foster and Adoptive Parent Licensing, Recruitment, and Retention	Statewide Assessment and Stakeholder Interviews	Substantial Conformity
Item 33: Standards Applied Equally	Statewide Assessment and Stakeholder Interviews	Strength
Item 34: Requirements for Criminal Background Checks	Statewide Assessment and Stakeholder Interviews	Strength
Item 35: Diligent Recruitment of Foster and Adoptive Homes	Statewide Assessment and Stakeholder Interviews	Strength
Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

APPENDIX B: PRACTICE PERFORMANCE REPORT Georgia CFSR (State-Led) 2024

The Practice Performance Report provides an aggregated summary of practice performance for all 18 items in the Onsite Review Instrument and Instructions (OSRI) for all approved and final cases from all the sites in the Georgia State-Led CFSR and includes a breakdown of performance by case type. Please refer to the Rating Criteria section at the end of each item in the OSRI to identify which responses to questions will result in a Strength rating. For more information on the OSRI, see <https://www.cfsrportal.acf.hhs.gov/resources/round-4-resources/cfsr-round-4-instruments-tools-and-guides>

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment

Practice Description	All Case Types— Performance of Applicable Cases
(Question 1A) Investigations or assessments were initiated in accordance with the state’s timeframes and requirements in cases.	95.24% (20 of 21)
(Question 1B) Face-to-face contact with the child(ren) who is (are) the subject of the report were made in accordance with the state’s timeframes and requirements in cases.	90.48% (19 of 21)
(Question 1C) Reasons for delays in initiation of investigations or assessments and/or face-to-face contact were due to circumstances beyond the control of the agency.	0% (0 of 3)
Item 1 Strength Ratings	85.71% (18 of 21)

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 2A and 2B) Agency made concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry or reentry into foster care.	11.76% (2 of 17)	16% (4 of 25)	14.29% (6 of 42)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 2A and 2B) Although the agency did not make concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry into foster care, the child(ren) was removed from the home because this action was necessary to ensure the child's safety.	11.76% (2 of 17)	Not Applicable	11.76% (2 of 17)
(Questions 2A and 2B) Agency did not make concerted efforts to provide services and the child was removed without providing appropriate services.	29.41% (5 of 17)	Not Applicable	29.41% (5 of 17)
(Questions 2A and 2B) Concerted efforts were not made to provide appropriate services to address safety/risk issues and the child(ren) remained in the home.	41.18% (7 of 17)	84% (21 of 25)	66.67% (28 of 42)
Item 2 Strength Ratings	29.41% (5 of 17)	16% (4 of 25)	21.43% (9 of 42)

Item 3: Risk and Safety Assessment and Management

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 3A1) There were no maltreatment allegations about the family that were not formally reported or formally investigated/assessed.	87.5% (35 of 40)	92% (23 of 25)	89.23% (58 of 65)
(Question 3A1) There were no maltreatment allegations that were not substantiated despite evidence that would support substantiation.	92.5% (37 of 40)	92% (23 of 25)	92.31% (60 of 65)
(Question 3A) The agency conducted an initial assessment that accurately assessed all risk and safety concerns.	60% (3 of 5)	22.22% (2 of 9)	35.71% (5 of 14)
(Question 3B) The agency conducted ongoing assessments that accurately assessed all risk and safety concerns.	50% (20 of 40)	24% (6 of 25)	40% (26 of 65)
(Question 3C) When safety concerns were present, the agency developed an appropriate safety plan with the family and continually monitored the safety plan as needed, including monitoring family engagement in safety-related services.	28.57% (4 of 14)	52.38% (11 of 21)	42.86% (15 of 35)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 3D) There were no safety concerns pertaining to children in the family home that were not adequately or appropriately addressed by the agency.	75% (18 of 24)	91.67% (22 of 24)	83.33% (40 of 48)
(Question 3E) There were no concerns related to the safety of the target child in foster care during visitation with parent(s)/caregiver(s) or other family members that were not adequately or appropriately addressed by the agency.	88.24% (30 of 34)	Not Applicable	88.24% (30 of 34)
(Question 3F) There were no concerns for the target child's safety in the foster home or placement facility that were not adequately or appropriately addressed by the agency.	92.5% (37 of 40)	Not Applicable	92.5% (37 of 40)
Item 3 Strength Ratings	50% (20 of 40)	24% (6 of 25)	40% (26 of 65)

Permanency Outcome 1: Children have permanency and stability in their living situations.

Item 4: Stability of Foster Care Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 4B) Placement changes for the child were planned by the agency in an effort to achieve the child's case goals or to meet the needs of the child.	0% (0 of 12)	0% (0 of 12)
(Question 4C) The child's current or most recent placement setting is stable.	92.5% (37 of 40)	92.5% (37 of 40)
Item 4 Strength Ratings	70% (28 of 40)	70% (28 of 40)

Item 5: Permanency Goal for Child

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 5A3) Permanency goal(s) is (are) specified in the case file.	92.5% (37 of 40)	92.5% (37 of 40)
(Question 5B) Permanency goals in effect during the period under review were established in a timely manner.	85% (34 of 40)	85% (34 of 40)
(Question 5C) Permanency goals in effect during the period under review were appropriate to the child's needs for permanency and to the circumstances of the case.	67.5% (27 of 40)	67.5% (27 of 40)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 5D) Child has been in foster care for at least 15 of the most recent 22 months.	62.5% (25 of 40)	62.5% (25 of 40)
(Questions 5E) Child meets other Adoption and Safe Families Act criteria for termination of parental rights (TPR).	0% (0 of 15)	0% (0 of 15)
(Questions 5F and 5G) The agency filed or joined a TPR petition before the period under review (PUR) or in a timely manner during the PUR or an exception applied.	62.5% (15 of 24)	62.5% (15 of 24)
Item 5 Strength Ratings	60% (24 of 40)	60% (24 of 40)

Item 6: Achieving Reunification, Guardianship, Adoption, or Another Planned Permanent Living Arrangement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve reunification in a timely manner.	50% (5 of 10)	50% (5 of 10)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve guardianship in a timely manner.	50% (1 of 2)	50% (1 of 2)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve adoption in a timely manner.	33.33% (4 of 12)	33.33% (4 of 12)
(Questions 6A4 and 6C) The agency and court made concerted efforts to place a child with a goal of Another Planned Permanent Living Arrangement (APPLA) in a living arrangement that can be considered permanent until discharge from foster care.	100% (2 of 2)	100% (2 of 2)
(Questions 6A4 and B or 6A4 and C) The agency and court made concerted efforts to achieve concurrent goals. If one of two concurrent goals was achieved during the period under review, rating is based on the goal that was achieved.	0% (0 of 14)	0% (0 of 14)
Item 6 Strength Ratings	30% (12 of 40)	30% (12 of 40)

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

Item 7: Placement With Siblings

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 7A) The child was placed with all siblings who also were in foster care.	59.26% (16 of 27)	59.26% (16 of 27)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 7B) When all siblings were not placed together, there was a valid reason for the child's separation from siblings in placement.	63.64% (7 of 11)	63.64% (7 of 11)
Item 7 Strength Ratings	85.19% (23 of 27)	85.19% (23 of 27)

Item 8: Visiting With Parents and Siblings in Foster Care

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 8A1) The usual frequency of visits between the child and mother was more than once a week.	3.85% (1 of 26)	3.85% (1 of 26)
(Question 8A1) The usual frequency of visits between the child and mother was once a week.	26.92% (7 of 26)	26.92% (7 of 26)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a week but at least twice a month.	11.54% (3 of 26)	11.54% (3 of 26)
(Question 8A1) The usual frequency of visits between the child and mother was less than twice a month but at least once a month.	3.85% (1 of 26)	3.85% (1 of 26)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a month.	42.31% (11 of 26)	42.31% (11 of 26)
(Question 8A1) Child never had visits with mother.	11.54% (3 of 26)	11.54% (3 of 26)
(Question 8A) Concerted efforts were made to ensure that the frequency of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	57.69% (15 of 26)	57.69% (15 of 26)
(Question 8C) Concerted efforts were made to ensure that the quality of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	86.96% (20 of 23)	86.96% (20 of 23)
(Questions 8A and 8C) The frequency and quality of visitation between the child and mother was sufficient to maintain and promote the continuity of the relationship.	46.15% (12 of 26)	46.15% (12 of 26)
(Question 8B1) The usual frequency of visits between the child and father was more than once a week.	5.26% (1 of 19)	5.26% (1 of 19)
(Question 8B1) The usual frequency of visits between the child and father was once a week.	36.84% (7 of 19)	36.84% (7 of 19)
(Question 8B1) The usual frequency of visits between the child and father was less than once a week but at least twice a month.	10.53% (2 of 19)	10.53% (2 of 19)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 8B1) The usual frequency of visits between the child and father was less than twice a month but at least once a month.	5.26% (1 of 19)	5.26% (1 of 19)
(Question 8B1) The usual frequency of visits between the child and father was less than once a month.	31.58% (6 of 19)	31.58% (6 of 19)
(Question 8B1) Child never had visits with father.	10.53% (2 of 19)	10.53% (2 of 19)
(Question 8B) Concerted efforts were made to ensure that the frequency of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	63.16% (12 of 19)	63.16% (12 of 19)
(Question 8D) Concerted efforts were made to ensure that the quality of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	88.24% (15 of 17)	88.24% (15 of 17)
(Questions 8B and 8D) The frequency and quality of visitation between the child and father was sufficient to maintain and promote the continuity of the relationship.	57.89% (11 of 19)	57.89% (11 of 19)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was more than once a week.	11.11% (1 of 9)	11.11% (1 of 9)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was once a week.	11.11% (1 of 9)	11.11% (1 of 9)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a week but at least twice a month.	11.11% (1 of 9)	11.11% (1 of 9)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than twice a month but at least once a month.	22.22% (2 of 9)	22.22% (2 of 9)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a month.	33.33% (3 of 9)	33.33% (3 of 9)
(Question 8E1) Child never had visits with siblings in foster care.	11.11% (1 of 9)	11.11% (1 of 9)
(Question 8E) Concerted efforts were made to ensure that the frequency of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	33.33% (3 of 9)	33.33% (3 of 9)
(Question 8F) Concerted efforts were made to ensure that the quality of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	100% (8 of 8)	100% (8 of 8)
(Questions 8E and 8F) The frequency and quality of visitation with siblings in foster care was sufficient to maintain and promote the continuity of the relationship.	33.33% (3 of 9)	33.33% (3 of 9)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 8 Strength Ratings	45.16% (14 of 31)	45.16% (14 of 31)

Item 9: Preserving Connections

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 9A) Concerted efforts were made to maintain the child's important connections (for example, neighborhood, community, faith, language, extended family members including siblings who are not in foster care, Tribe, school, and/or friends).	47.5% (19 of 40)	47.5% (19 of 40)
Item 9 Strength Ratings	47.5% (19 of 40)	47.5% (19 of 40)

Item 10: Relative Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 10A1) The child's current, or most recent, placement was with a relative.	32.5% (13 of 40)	32.5% (13 of 40)
(Question 10A2) The child's current or most recent placement with a relative was appropriate to the child's needs.	92.31% (12 of 13)	92.31% (12 of 13)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Identify maternal relatives.	57.14% (8 of 14)	57.14% (8 of 14)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Locate maternal relatives.	78.57% (11 of 14)	78.57% (11 of 14)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Inform maternal relatives.	85.71% (12 of 14)	85.71% (12 of 14)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Evaluate maternal relatives.	100% (14 of 14)	100% (14 of 14)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Identify paternal relatives.	64.71% (11 of 17)	64.71% (11 of 17)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Locate paternal relatives.	82.35% (14 of 17)	82.35% (14 of 17)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Inform paternal relatives.	82.35% (14 of 17)	82.35% (14 of 17)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Evaluate paternal relatives.	100% (17 of 17)	100% (17 of 17)
Item 10 Strength Ratings	57.5% (23 of 40)	57.5% (23 of 40)

Item 11: Relationship of Child in Care With Parents

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 11A) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her mother.	15.38% (4 of 26)	15.38% (4 of 26)
(Question 11B) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her father.	21.05% (4 of 19)	21.05% (4 of 19)
Item 11 Strength Ratings	17.24% (5 of 29)	17.24% (5 of 29)

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

Item 12: Needs and Services of Child, Parents, and Foster Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 12 Strength Ratings	17.5% (7 of 40)	4% (1 of 25)	12.31% (8 of 65)

Sub-Item 12A: Needs Assessment and Services to Children

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12A1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the children's needs.	75% (30 of 40)	60% (15 of 25)	69.23% (45 of 65)
(Question 12A2) Appropriate services were provided to meet the children's needs.	38.89% (14 of 36)	28.57% (6 of 21)	35.09% (20 of 57)
Sub-Item 12A Strength Ratings	45% (18 of 40)	40% (10 of 25)	43.08% (28 of 65)

Sub-Item 12B: Needs Assessment and Services to Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12B1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the mother's needs	31.25% (10 of 32)	17.39% (4 of 23)	25.45% (14 of 55)
(Question 12B3) Appropriate services were provided to meet the mother's needs.	21.88% (7 of 32)	13.04% (3 of 23)	18.18% (10 of 55)
(Questions 12B1 and B3) Concerted efforts were made to assess and address the needs of mothers.	21.88% (7 of 32)	13.04% (3 of 23)	18.18% (10 of 55)
(Question 12B2) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the father's needs.	13.33% (4 of 30)	31.58% (6 of 19)	20.41% (10 of 49)
(Question 12B4) Appropriate services were provided to meet the father's needs.	13.33% (4 of 30)	11.11% (2 of 18)	12.5% (6 of 48)
(Questions 12B2 and 12B4) Concerted efforts were made to assess and address the needs of fathers.	13.33% (4 of 30)	15.79% (3 of 19)	14.29% (7 of 49)
Sub-Item 12B Strength Ratings	11.76% (4 of 34)	8% (2 of 25)	10.17% (6 of 59)

Sub-Item 12C: Needs Assessment and Services to Foster Parents

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12C1) The agency adequately assessed the needs of the foster or pre-adoptive parents related to caring for children in their care on an ongoing basis.	59.46% (22 of 37)	59.46% (22 of 37)
(Question 12C2) The agency provided appropriate services to foster and pre-adoptive parents related to caring for children in their care.	45.95% (17 of 37)	45.95% (17 of 37)
Sub-Item 12C Strength Ratings	45.95% (17 of 37)	45.95% (17 of 37)

Item 13: Child and Family Involvement in Case Planning

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 13A) The agency made concerted efforts to actively involve the child in the case planning process.	84% (21 of 25)	61.9% (13 of 21)	73.91% (34 of 46)
(Question 13B) The agency made concerted efforts to actively involve the mother in the case planning process.	59.38% (19 of 32)	56.52% (13 of 23)	58.18% (32 of 55)
(Question 13C) The agency made concerted efforts to actively involve the father in the case planning process.	47.83% (11 of 23)	57.89% (11 of 19)	52.38% (22 of 42)
Item 13 Strength Ratings	50% (19 of 38)	40% (10 of 25)	46.03% (29 of 63)

Item 14: Caseworker Visits With Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was more than once a week.	0% (0 of 40)	0% (0 of 25)	0% (0 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was once a week.	0% (0 of 40)	0% (0 of 25)	0% (0 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a week but at least twice a month.	10% (4 of 40)	0% (0 of 25)	6.15% (4 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than twice a month but at least once a month.	80% (32 of 40)	80% (20 of 25)	80% (52 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a month.	10% (4 of 40)	20% (5 of 25)	13.85% (9 of 65)
(Question 14A1) Caseworker never had visits with child(ren).	0% (0 of 40)	0% (0 of 25)	0% (0 of 65)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 14A) The typical pattern of visits between the caseworker and the child (ren) was sufficient.	70% (28 of 40)	60% (15 of 25)	66.15% (43 of 65)
(Question 14B) The quality of visits between the caseworker and the child(ren) was sufficient.	65% (26 of 40)	60% (15 of 25)	63.08% (41 of 65)
Item 14 Strength Ratings	52.5% (21 of 40)	44% (11 of 25)	49.23% (32 of 65)

Item 15: Caseworker Visits With Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15A1) The typical pattern of visits between the caseworker and mother was more than once a week.	0% (0 of 32)	0% (0 of 23)	0% (0 of 55)
(Question 15A1) The typical pattern of visits between the caseworker and mother was once a week.	0% (0 of 32)	0% (0 of 23)	0% (0 of 55)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a week but at least twice a month.	0% (0 of 32)	4.35% (1 of 23)	1.82% (1 of 55)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than twice a month but at least once a month.	46.88% (15 of 32)	69.57% (16 of 23)	56.36% (31 of 55)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a month.	46.88% (15 of 32)	21.74% (5 of 23)	36.36% (20 of 55)
(Question 15A1) Caseworker never had visits with mother.	6.25% (2 of 32)	4.35% (1 of 23)	5.45% (3 of 55)
(Question 15A2) The typical pattern of visits between the caseworker and the mother was sufficient.	43.75% (14 of 32)	56.52% (13 of 23)	49.09% (27 of 55)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15C) The quality of visits between the caseworker and the mother was sufficient.	50% (15 of 30)	36.36% (8 of 22)	44.23% (23 of 52)
(Questions 15A2 and 15C) Both the frequency and quality of caseworker visitation with the mother were sufficient.	31.25% (10 of 32)	30.43% (7 of 23)	30.91% (17 of 55)
(Question 15B1) The typical pattern of visits between the caseworker and father was more than once a week.	0% (0 of 23)	0% (0 of 19)	0% (0 of 42)
(Question 15B1) The typical pattern of visits between the caseworker and father was once a week.	0% (0 of 23)	0% (0 of 19)	0% (0 of 42)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a week but at least twice a month.	0% (0 of 23)	5.26% (1 of 19)	2.38% (1 of 42)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than twice a month but at least once a month.	17.39% (4 of 23)	57.89% (11 of 19)	35.71% (15 of 42)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a month.	60.87% (14 of 23)	26.32% (5 of 19)	45.24% (19 of 42)
(Question 15B1) Caseworker never had visits with father.	21.74% (5 of 23)	10.53% (2 of 19)	16.67% (7 of 42)
(Question 15B2) The typical pattern of visits between the caseworker and the father was sufficient.	17.39% (4 of 23)	57.89% (11 of 19)	35.71% (15 of 42)
(Question 15D) The quality of visits between the caseworker and the father was sufficient.	44.44% (8 of 18)	41.18% (7 of 17)	42.86% (15 of 35)
(Question 15B2 and 15D) Both the frequency and quality of caseworker visitation with the father were sufficient.	13.04% (3 of 23)	36.84% (7 of 19)	23.81% (10 of 42)
Item 15 Strength Ratings	21.21% (7 of 33)	32% (8 of 25)	25.86% (15 of 58)

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

Item 16: Educational Needs of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 16A) The agency made concerted efforts to accurately assess the children's educational needs.	78.79% (26 of 33)	66.67% (8 of 12)	75.56% (34 of 45)
(Question 16B) The agency made concerted efforts to address the children's educational needs through appropriate services.	42.86% (9 of 21)	33.33% (4 of 12)	39.39% (13 of 33)
Item 16 Strength Ratings	63.64% (21 of 33)	33.33% (4 of 12)	55.56% (25 of 45)

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

Item 17: Physical Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 17A1) The agency accurately assessed the children's physical health care needs.	62.5% (25 of 40)	50% (7 of 14)	59.26% (32 of 54)
(Question 17B1) The agency provided appropriate oversight of prescription medications for the physical health issues of the target child in foster care.	60% (12 of 20)	Not Applicable	60% (12 of 20)
(Question 17B2) The agency ensured that appropriate services were provided to the children to address all identified physical health needs.	55% (22 of 40)	28.57% (4 of 14)	48.15% (26 of 54)
(Question 17A2) The agency accurately assessed the children's dental health care needs.	84.21% (32 of 38)	83.33% (5 of 6)	84.09% (37 of 44)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 17B3) The agency ensured that appropriate services were provided to the children to address all identified dental health needs.	80% (28 of 35)	50% (3 of 6)	75.61% (31 of 41)
Item 17 Strength Ratings	50% (20 of 40)	28.57% (4 of 14)	44.44% (24 of 54)

Item 18: Mental/Behavioral Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services and In-Home Services AR/DR — Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 18A) The agency accurately assessed the children's mental/behavioral health needs.	39.29% (11 of 28)	29.41% (5 of 17)	35.56% (16 of 45)
(Question 18B) The agency provided appropriate oversight of prescription medications for the mental/behavioral health issues of the target child in foster care.	12.5% (1 of 8)	Not Applicable	12.5% (1 of 8)
(Question 18C) The agency ensured that appropriate services were provided to the children to address all identified mental/behavioral health needs.	21.43% (6 of 28)	25% (4 of 16)	22.73% (10 of 44)
Item 18 Strength Ratings	10.71% (3 of 28)	29.41% (5 of 17)	17.78% (8 of 45)