



State Advisory Board Meeting

May 14, 2019

Welcome and Introductions

Approval of May 14, 2019 agenda

Approval of March 12, 2019 meeting minutes



Tom C. Rawlings
Director

Georgia SHINES Agenda

- I. Historical Perspective
- II. Evaluation Efforts
- III. Insourcing vs. Outsourcing
- IV. Insourcing Benefits
- V. Insourcing Readiness
- VI. Insourcing Next Steps
- VII. Proposed Enhancements

Historical Perspective

- Georgia SHINES development activities began in 2006 and rolled out in 2008
- Current vendor has provided maintenance and development activities since 2006
- Most recent maintenance and operation contract awarded in 2014
- Currently in 12-month contract extension period that ends July 30, 2019
 - Extension for DHS/DFCS to determine whether to bring maintenance and development activities in house or outsource
- Established Transition Planning Workgroup to facilitate objective analysis of options

Evaluation Efforts

- Convened Transition Planning Workgroup
 - Established August 2018
 - Workgroup consisted of DFCS executive leadership, Office of Information Technology (OIT), DFCS Field Operations, Georgia SHINES team
- Determined evaluation process
 - Identified 12 criteria to weigh pros/cons:

✓ Innovation and Modernization	✓ Familiarity with Agency Procedures
✓ Vendor Management	✓ Commitment
✓ Program Evolution	✓ Security and Control
✓ Foresight/Context	✓ Cost
✓ Maintainability	✓ Efficiency
✓ Analytics	✓ Responsiveness

Insourcing vs. Outsourcing

- The continued outsourcing of Georgia SHINES to a single vendor limits operational and technological enhancements. As a result, there has been:
 - Dependency on third-party solutions that include overhead costs and inflated service-delivery costs
 - Limits on system automation that could propel efficiency and usability
 - A lack of flexibility due to proprietary solutions by the vendor's third-party partnerships
- Insourcing allows the state:
 - Access to robust third-party listings of vendors (through Statewide contracts) and software suppliers at a reduced cost in comparison to the current model
 - Reinvestment in Georgia SHINES as a direct result of reduced cost for service delivery
 - Opportunity to utilize modular design and development – comprehensive child welfare information system (CCWIS) requirement

Insourcing Benefits

- Allows State to innovate more efficiently – systemic knowledge of child welfare
- Increases level of leadership accountability and oversight
- Promotes greater understanding of impact of upcoming regulatory requirements, due to proximity of State business owners with knowledge of State and Federal regulations, policy and practices
- Leverages relationships with external state partners who have familiarity with state and federal regulations, state policies and practices
- Absorbs DHS ethos and commitment to mission
- Establishes collaborative business and technology team

Insourcing Benefits

- Increases State opportunity to repurpose funds to hire, compensate and retain high quality resources for the advancement of child welfare technology
- Converges business, IT resources and partners, including Georgia Technology Authority, to implement system changes
- Provides more flexibility for the State to respond to unforeseen program priorities

Insourcing Readiness

- Georgia SHINES is a stable application
 - Maintenance and operation for past 11 years
 - Stable static OIT team responsible for the management of vendor activities for past 8 + years
- OIT requirements/testing teams imbedded in the Georgia SHINES operations
 - Database and database structures are maintained by OIT
 - All reporting and analytics have been maintained by OIT for the past 7 years
 - Security layer recommended and implemented by/with OIT
- Knowledgeable existing business application team

Insourcing Next Steps

TASK	OWNER
Develop Insourcing Plan	State
Develop Transition Plan	Vendor
Approval of Transition Plan	ACF
Ramp up resources	State
Knowledge transfer	State and Vendor

FY20-FY23 Proposed Enhancements

ENHANCEMENT	ESTIMATED AMOUNT	PROJECTED TIMEFRAME
Family First Prevention Services Act (FFPSA)	\$3,000,000 – \$4,000,000	July 2019 - June 2021
Automated Invoicing (Provider Portal Expansion)	\$1,500,000 – \$2,000,000	July 2019 - June 2021
Adoption Foster Care Reporting System (AFCARS 2.0)	\$1,500,000	July 2021 - June 2022
Indian Child Welfare Act (ICWA)	\$500,000	July 2021 - June 2022
Provider Resource Management (Provider Portal Expansion)	\$1,000,000	July 2021 - June 2022
Automated Service Request (Provider Portal Expansion)	\$700,000 – \$1,000,000	July 2021 - June 2022
National Electronic Interstate Compact Expansion (NEICE)	\$800,000 – \$1,000,000	July 2022 - June 2023
Mobility	\$600,000 – \$1,000,000	July 2022 - June 2023

- The Division anticipates FFPSA will be comparable in scope size as Practice Model.
- There will be additional enhancements in future fiscal years. Other projects planned (not prioritized) are listed on next slide.

FY20-FY23 Proposed Enhancements

OTHER PROJECTS/ INITATIVES – NOT PRIORITIZED

- Kinship Phase II
- Child Protective Services Alert Phase II
- Auto Notification of Change – IV-E
- Financial – Recoupment
- Case File Print
- Case Summary
- On-Call Schedule
- Other Minor Enhancements

Estimate is based on prior similar work - \$3.5M - \$4.0M.

NOTE: Projects/initiatives are subject to change due to Federal/State legislative rulings and/or policy and practice changes to support business programmatic needs.

FY20-FY23 Proposed Enhancements

DFCS and OIT plan to implement technology enhancements to the software as well during this period. These include, but are not limited to:

- User centric Graphic User Interface (GUI) for better navigation, look and feel and workflow
- Search engine optimization
- Calendar integration
- Google maps integration and spatial analytics
- Archive and purge
- Mobile platform
- Advanced analytics

Costs for technology upgrades are estimated at approximately \$7.5M - \$8M.

Questions?

Questions?

Contact me:

Tom Rawlings, Director

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Legislative Updates

Walter Jones, Communications and Legislative Affairs Director

DFCS 2019 Legislative Summary



Division of Family & Children Services

SB 225: Federal “housekeeping bill”

Sen. Larry Walker

Effective upon signature

- Aligns state law with federal regulations for serving families who are or may be members of federally recognized Native American tribes
- Restores DHS as the final authority in appeals of federally funded benefits
- Specifies the length of time in foster care that qualifies a youth who ages out for certain vital documents
- Creates a Qualified Residential Treatment Program (QRTP) placement and a time limit for judicial review of children placed there as part of the Family First Prevention Services Act (FFPSA)



Division of Family & Children Services

HB 472: Alternatives to Foster Care

Rep. Bert Reeves

April 18, 2019

- Provides judicial authority to issue temporary orders to safeguard children without the need for removal
- Requires judges to consider alternatives to foster care
- Specifies training for juvenile court intake officers



Division of Family & Children Services

HB 530: School absences

Rep. Bill Hitchens

Effective July 1, 2019

- Requires schools notify DFCS of absences longer than 45 days which will trigger a home assessment



Division of Family & Children Services

SB 167: Foster parent recognition

Sen. Matt Brass

Effective July 1, 2019

- Gives relatives six months to come forward for placement and adoptions after notification from DFCS
- Allows judges to halt placement changes after 12 months in one home when the child has bonded with the foster parents



Division of Family & Children Services

HB 478: Child Abuse Registry fixes

Rep. Mandi Ballinger

Effective January 1, 2020

- Children's names will no longer be placed on the registry
- Names would only be added after appeals are exhausted
- Provides for expungement after three years
- Allows prosecutors to request a halt to proceedings until completion of a pending criminal case



Division of Family & Children Services

HB 197: Georgia Data Analytic Center

Rep. Katie Dempsey

Effective July 1, 2019

- Establishes the Georgia Data Analytic Center also known as the GDAC Project that will be housed in the Office of Planning and Budget



Division of Family & Children Services

SB 106: “Patients First Act”

Sen. Blake Tillery

Effective March 22, 2019

- Authorizes the governor to request a waiver from the secretaries of the Treasury and Health & Human Services to expand Medicaid



Division of Family & Children Services

SB 158: Anti-Human Trafficking Protective Response Act

Sen. Brian Strickland

Effective July 1, 2019

- Provides additional safeguards and protections against human trafficking
- Authorize DFCS to provide care and supervision of children who are victims of trafficking



Division of Family & Children Services

HB 12: Maltreatment hotline signs

Rep. Rick Williams

Effective July 1, 2019

- Requires all schools to post signs with a national toll-free number to report allegations of child abuse and neglect



Division of Family & Children Services

HB 514: Georgia Mental Health Reform and Innovation Commission

Rep. Kevin Tanner

Effective July 1, 2019

- Creates a commission to examine the state's mental-health delivery system and to recommend improvements
- Names the DFCS director as a member



Division of Family & Children Services

HB 79: Anti-discrimination

Rep. Carl Gilliard

Effective July 1, 2019

- Prohibits discrimination against the blind in adoptions or the placement of foster children
- Authorizes judges to order supportive services for parents
- This is specific to the blind



Division of Family & Children Services

HB 64: Military cooperation

Rep. Brian Prince

Effective July 1, 2019

- Requires DFCS to notify the family-support unit of local military bases when a child-welfare care involves a service member



Contact:

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DFCS Director of Legislative Affairs and Communications

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Bylaws Vote

Advisory Board Training

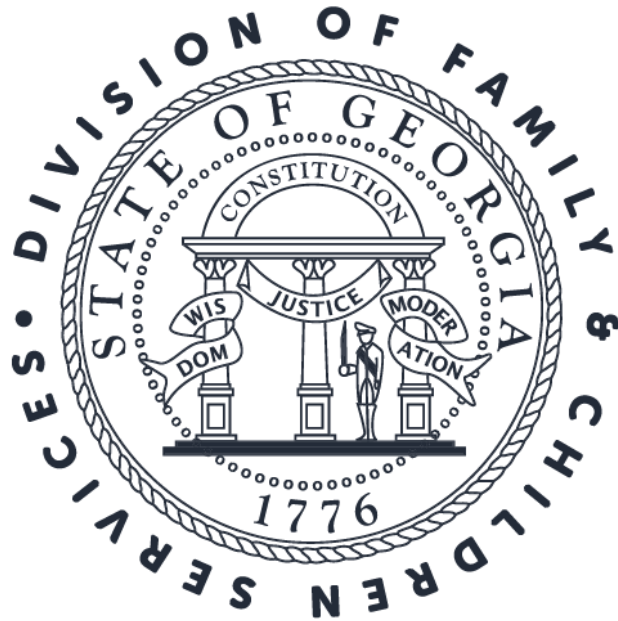
Kristina Jaskyte, Associate Professor

School of Social Work and Institute for Nonprofit Organizations

University of Georgia

DFCS Regional Advisory Boards: Training Development

KRISTINA JASKYTE BAHR, PH.D. AND OLIVIA AMATO, MSW
SCHOOL OF SOCIAL WORK AND INSTITUTE FOR NONPROFIT ORGANIZATIONS
UNIVERSITY OF GEORGIA



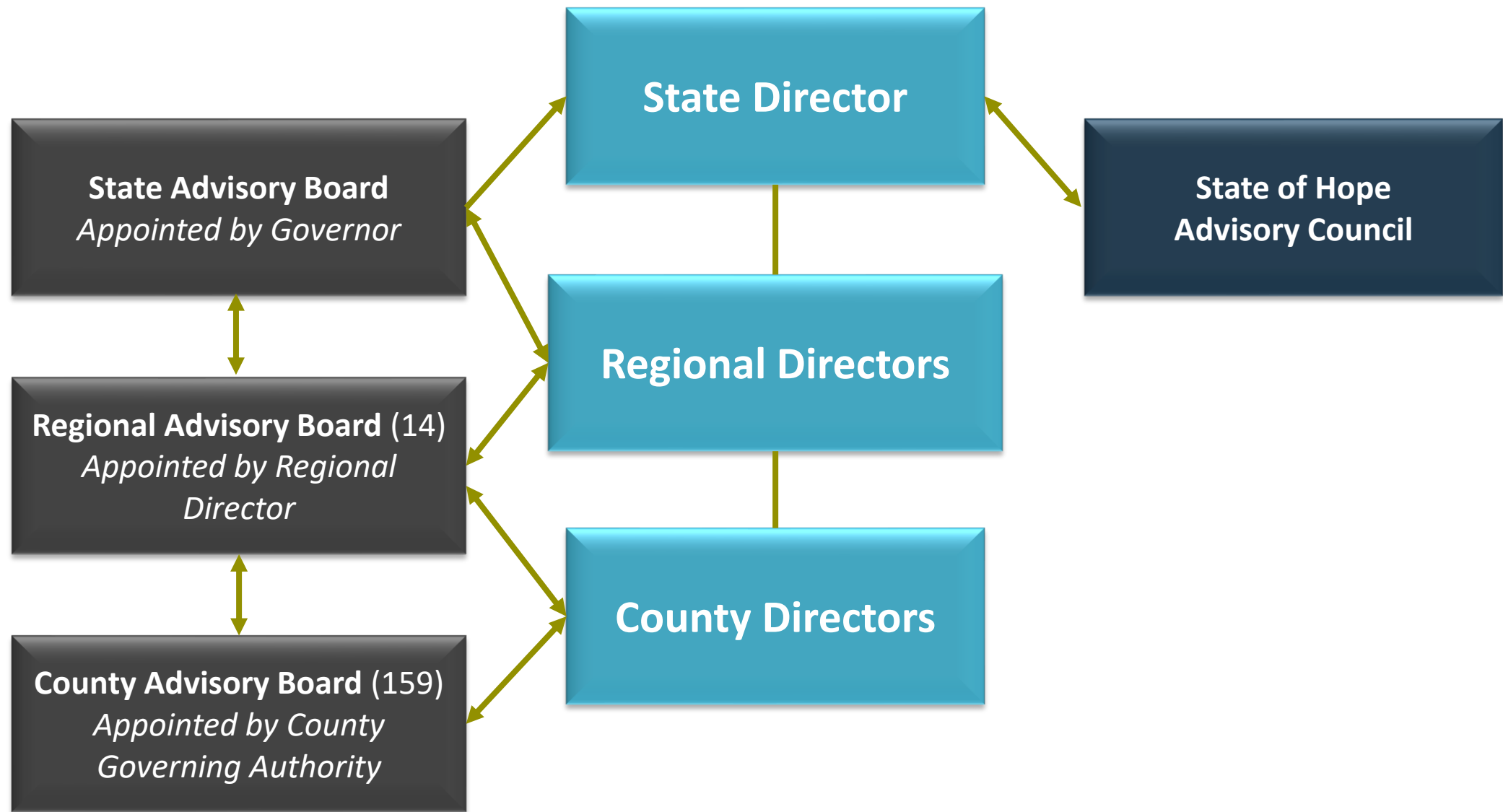
DFCS Regional Advisory Boards: Project Overview

- Partnership with University of Georgia School of Social Work
- Two year process
- Input from every region in the State
- Collaborative and Innovative
- Catalyst for future training



DFCS Regional Advisory Boards: The Handbook

- Vision, Mission, and Guiding Principles
- Strategic Goals and Strategies
- Types of DFCS Boards and Information Flow
- Blueprint for Change
- Bylaws, Agenda, and Minutes
- Parliamentary Procedures
- General Board and DFCS resources



RAB Structure

- RAB is composed of **at least five** members including:
 - A Regional Director
 - At least 1 board member of each county DFCS in Region (selected by a Regional Director)
- The DFCS Regional Director may appoint additional members who are representatives from the categories included in 202 paragraphs (1) through (9) of subsection (a) of Code Section 49-3-2 (pediatric health care provider, appropriate school personnel, emergency responders, law enforcement personnel, private child welfare service providers, alumni of the child welfare system, mental health care providers, former foster parents, leaders within the faith-based community).
- **A Regional Advisory Board either has an State Advisory Board member on their board, or has a representative on the State Advisory Board.**

RAB Purpose

The purpose of the DFCS Regional Advisory Board (RAB) shall be to support the county offices and the Local County Advisory boards. The Regional Advisory Board will serve as a link between the Local County Advisory boards and the State Advisory Board. It will improve communication and coordination between the county departments in the region, advocate on behalf of the Local County Advisory Boards and county offices, and serve as a voice in local communities.

Defining Purpose, Roles, and Responsibilities of Regional Advisory Boards (RABs)

Stage 1: Online Survey (n=274)

- 64 DCFS county board members
- 32 DFCS county directors
- 32 Regional directors and board members.

Stage 2: Focus groups

- Four focus groups were held in different regions of Georgia. The purpose of those focus groups was to obtain regional board members' and regional directors' ideas about the overall purpose and roles of DFCS Regional Advisory Boards. Survey results were shared with everyone, including regional board members and directors before the focus groups.
- Focus group 1 (14 participants), Regions 4, 5, and 6;
- Focus group 2 (16 participants) Regions 3, 13, and 14;
- Focus group 3 (13 participants) Regions 8, 9, 10, 11, and 12;
- Focus group 4 (8 participants) Regions 1 and 2

Training for Purpose, Roles, and Responsibilities of RABs

Stage 3: Regional Training Material Developed

- With focus group and survey input, the roles of the RAB were defined and training materials were developed.
- Board training handbook and training PowerPoint developed.
- RAB annual report template created

Stage 4: Regional Trainings

- Four trainings were held in the same locations as the focus groups.
 - Training group 1 (24 participants), Regions 4, 5, and 6;
 - Training group 2 (21 participants) Regions 3, 13, and 14;
 - Training group 3 (29 participants) Regions 8, 9, 10, 11, and 12;
 - Training group 4 (11 participants) Regions 1 and 2

RAB Roles and Responsibilities

Role 1: Gather useful and relevant information and share it with the counties, local communities, and the State office.

Responsibilities:

1. Review the Annual DFCS County Board reports, identify the regional trends, and communicate the trends to the State office.
2. Share the information from the State office with the county boards.
3. Share the information from the State office with other agencies in local communities.
4. Seek the outside perspectives and information from local communities and integrate them into discussions and recommendations.

Role 1: A RAB Report Template

Streamlines communication

- Sections are all based on the major goals of the State's strategic plan.
- Helps show clearly what is impacting their region based on several data points and serves as a tool for both advocacy and education.

Developed throughout trainings

- The report template was shared with participants at each training. Their feedback was incorporated to create a stronger report template. The final template is the fourth iteration of the initial document that was shaped by members of every region in the State.

Data + Narrative

- Creating space for both the narrative description and hard data provide Regional Advisory Board members and County board members stronger cases for areas of strength and growth in their communities.

RAB Roles and Responsibilities (cont.)

Role 2: Serve as a medium for sharing effective and innovative county and county board practices and hearing different perspectives.

Responsibilities:

1. Seek and Share information about effective and innovative DFCS practices across counties in the Region.
2. Seek and Share information about effective and innovative DFCS practices of the Local Advisory Boards.

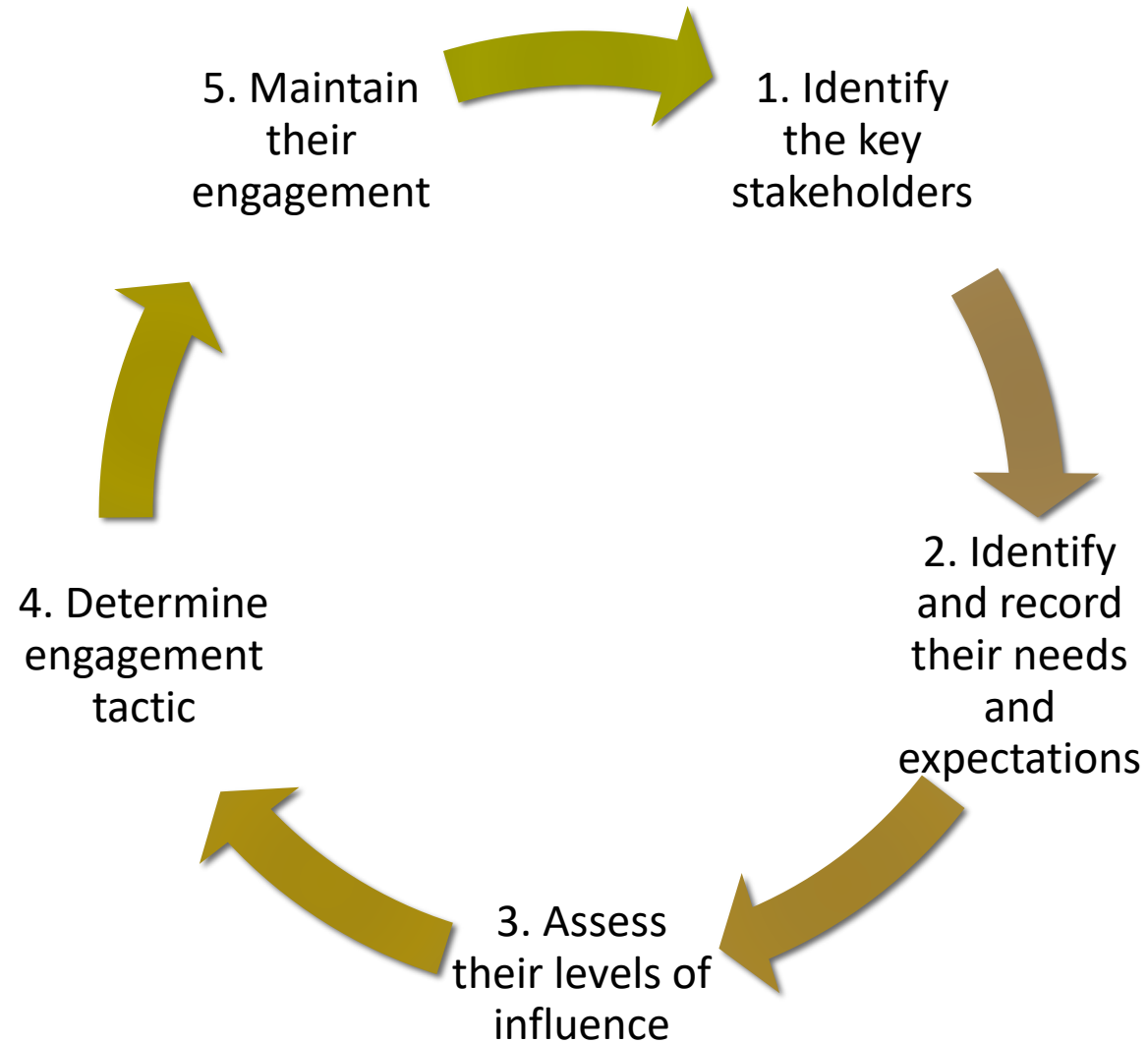
RAB Roles and Responsibilities (cont.)

Role 3: **Serve as a link to the community**

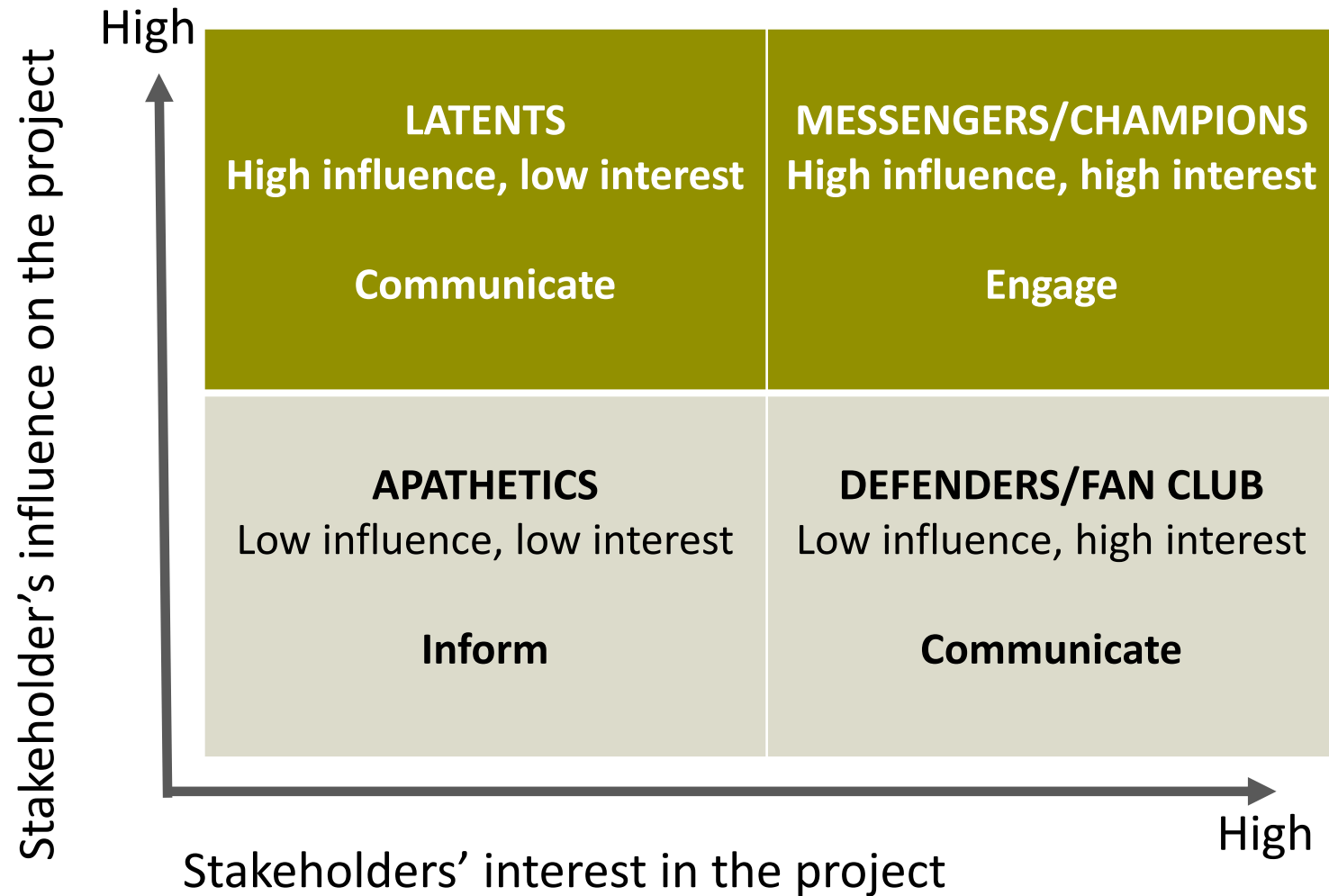
Responsibilities:

1. Engage and communicate with the community stakeholders, and advocate for constituent groups.
2. Recruit community partners, and develop and foster relationships with them.
3. Identify available resources through community partners.
4. Make community aware of DFCS resources and help it understand what DFCS does.

Stakeholder Engagement Cycle



Stakeholder Engagement: Interest and Influence



Adapted from *Advance CTE: State Leaders Connecting Learning to Work*

Moving Forward: Supporting Strong Regional Advisory Boards

Mission and Vision

- Develop and disseminate brief elevator pitch to all board members and directors to help support their efforts.

Strategic Plan

- Once a new plan is developed, have the SAB representatives share those details with their RAB.
- Allow the time for feedback on the Strategic Plan to help clarify goals and outcomes.

State of Hope

- Prepare a brief document specifically tailored to the Regional Advisory boards on how they can support the success and recruitment of new sites for State of Hope.

Moving Forward: Supporting Strong Advisory Boards

Future Trainings

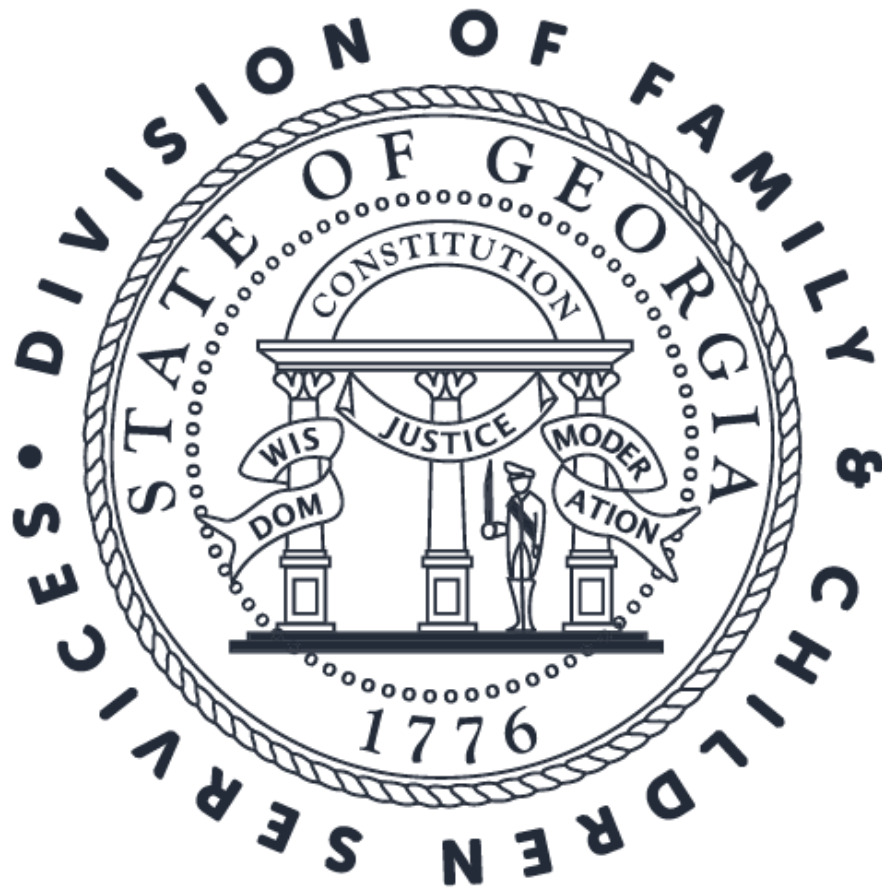
- Provide board training for County level boards and more extensive training (specifically on stakeholder engagement) to RAB members.

RAB reports

- Provide clarity for when RAB reports should be submitted and how to best streamline that process.
- Encourage feedback loop once reports are submitted.

Board Recruitment and Composition

- Provide additional training opportunities specifically on board recruitment and continuous engagement.
- Encourage boards with active and engaged members to share innovative strategies at SAB meetings.



Questions and Discussion

References

Community Toolbox. Chapter 7. Encouraging Involvement in Community Work. Section 6. Involving Key Influentials in the Initiative.

Morris, J & Baddache, F (2012). Back to Basics: How to Make Stakeholder Engagement Meaningful for Your Company.

Senate Bill 138:

https://gov.georgia.gov/sites/gov.georgia.gov/files/related_files/document/SB%20138.pdf

LUNCH

OFI Committee Update
SAB Committee Overview

FAMILY INDEPENDENCE PROGRAM GOALS AND ACTIONS



Georgia Division of Family and
Children Services

Office of Prevention and Family Support

OFI STATE SUPPORT STAFF

JON ANDERSON

MARY BETH LUKICH

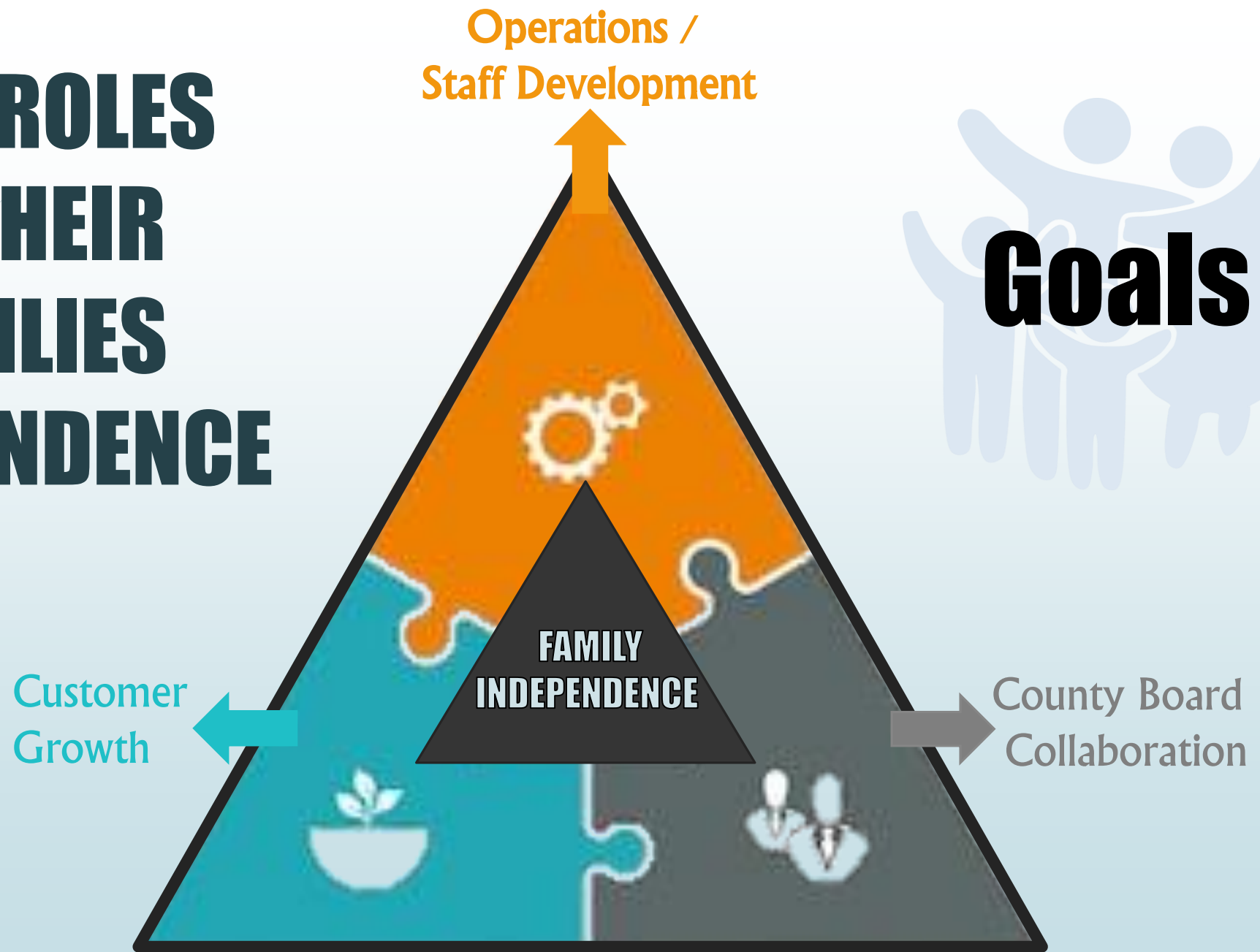
OFI ADVISORY BOARD COMMITTEE

BELVA DORSEY

ROD GRIFFIN

DELAINE HUNTER

OUR ROLES IN THEIR FAMILIES INDEPENDENCE



OPERATIONS / STAFF DEVELOPMENT

ACTION

1. Securing structure/direction/feedback from Tom to create field staff workflow and documentation improvements
2. OFI to attend Dist. Mgr. / Regional Directors meetings and to include OFI in all Regional AB Meetings
3. Team Development in areas of **SELF – AWARENESS, JOB FUNCTIONS, AND COMMUNICATION TECHNIQUES**
4. **Create Culture of CUSTOMER FOCUS** – whether the customer is internal (state office customers are employees) or external (the customers and community the employees of those offices serve)

Believe in where we are going and what the goal is.....

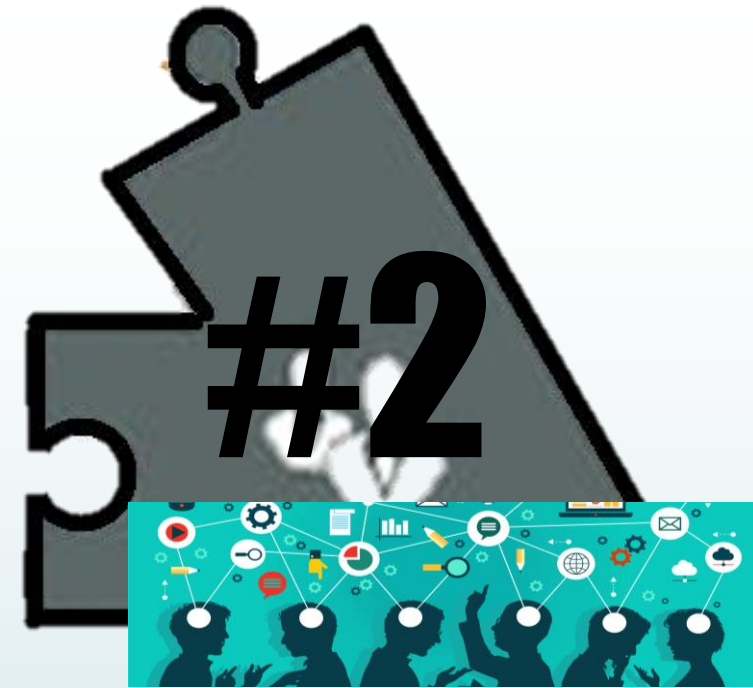


*Support Leadership in
identifying / creating
strategies to promote
“UNITY”
within the division*

COUNTY BOARD COLLABORATION

ACTION

1. Determine collaboration team members for packet development (Denise Wells, Belva)
2. Packet development format to include identifying each program type, eligibility for program, and past OFI information retrieval for participation determinants (Susan Boatwright, Belva)
3. Create summary report systems and prepare guidance on utilization of report data and action step analyzation. (Participation numbers for each program, participants nearing end of eligibility period (4 years?), current staff positions state wide and %/# filled, average income per participant for TANF/SNAP, how many TANF participants are active in education program or work requirement program, data comparison with like counties.)
4. Summary reports tailored to department (TANF, SNAP/ Food Stamps, Medicaid – Children, Medicaid – Adult, Work Program requirements for TANF, SNAP and able bodied adults)



*Develop
OFI Information
Packets to share
with the County
Boards*

CUSTOMER GROWTH

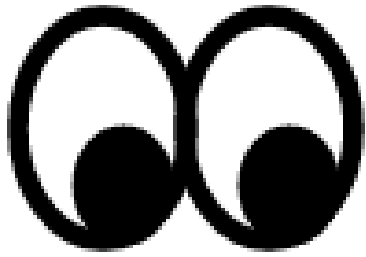
#3

Increase the number of families moving toward independence

ACTION

1. Establish baseline with accurate data reports
2. Educate OFI committee on guidelines used to move customers to independence
3. Research unforeseen issues with cliff effects for **TANF/SNAP** (i.e. benefits cut off due to small income increase {family can't handle increased expenses} and what supports are in place for sustained independence)



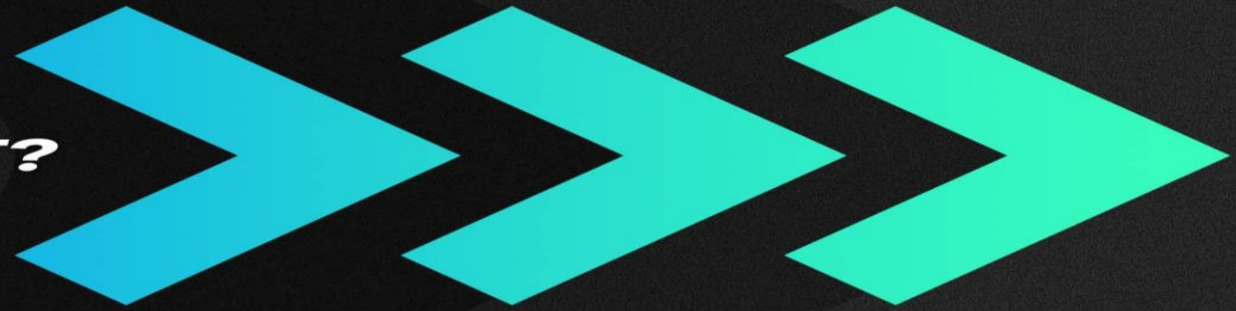


Committee Achievements

Look What We've Been Doing...

1. Meeting with local representatives for feedback, input and insight into OFI development ideas
2. Regional board discussions for collaboration of ideas and program development strategies
3. Attended OFI Regional Director and District Managers Meeting in Macon

WHAT'S NEXT?



Close the Loop on all Current Action Items of the OFI Committee



★ **OPERATIONS / STAFF DEVELOPMENT**

-OFI Committee to attend 2019 Regional AB Meetings

★ **COUNTY BOARD COLLABORATION**

-Meet with Development Team to finalize content for County Board Packets

★ **CUSTOMER GROWTH**

- Finalize System Data processes which include collection, analyzation and utilization for various departments

Workforce Development Focus Groups/Board Engagement Update

Carol Christopher, Chief Operating Officer

Board Charter Discussion

Board Member Regional Reports

Closing Remarks and Adjournment

Next board meeting: July 9, 2019