

**Georgia DFCS 2017 -2019 Strategic Plan
Survey Responses**

| Stakeholder | Question | Recommendation(s) | Response |
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| Child and Family Services | Is the plan on the right track? | The partnership between foster and adoptive parents and the agency is glossed over. Yes, global plan. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Permanency-we need more placements to take children for assessment periods and probation periods rather than just turning our children away based on behaviors in their home. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| | | Permanency-I think that limiting how many times a child's placement is changed is a fantastic idea. I do not think that it is that easy though. With the lack of foster homes in my community and my region a lot of our children are placed out of county and/or region. There needs to be a bigger insentive to recruit foster families. Recruiting new resources should be a full time job. By no means am I saying that regional resource development staff aren't doing a great job but they cannot devote one hundred percent of their work day to recruitment efforts. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Government | If you rated the above goal as 5 or below, please explain why: Permanency | Urgent need for foster homes. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| | | Permanency-One of the objectives is related to stability of placement. Should we consider a strategy focused on improving partnerships with Placement providers such as Group Homes, CCI's, CPA's. There are several strategies in place to enhance and improve our relationship with foster parents. Also, I don't see the tie-in to the objectives listed and Strategy #1 related to Connect by 21. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |

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| <p>State Early Care and Education Agency</p> | <p>If you rated the above goal as 5 or below, please explain why:</p> | <p>Only reason I rated it a 5 is because of confusion related to Objective 6 under Safety Objectives (on pg.9). The verbiage in the objective does not match the figures in the chart. Obj. is stated in "Reduce the number..." while chart indicated target in percentage. I had to really think how the two related.</p> | <p>The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan.</p> |
| <p>State Advisory Board Rep</p> | <p>Do you feel plan is complete?</p> | <p>Goal 1: It's on the right path but seems to focus primarily on children in foster care. I recommend inclusion of child abuse prevention strategies and education programs that work proactively with at-risk families to reduce risk factors to decrease the actual "flow" of referrals into the system. In addition, I'm happy to see the safe sleep campaign and would like to see integration of similar education campaigns that address child safety issues (e.g. supervision, offering positive behavior management strategies/tips, etc.). Finally, I understand the importance of training all staff on mandated reporting. However, that should also include local training so that workers understand how to recognize "risk" of abuse---and know which services are available in their individual communities. The OFI or other worker might be able to refer a family to other services early on. So often, having a caring party to connect a family to a helping resource early on is all that is needed to reduce risk. Goal 2: I appreciate that we want families in work situations. However, the goals don't seem to address the issues that make it difficult for families to obtain and maintain work (e.g. safe childcare is often a barrier as a family with few skills or education can typically only obtain a 2nd or 3rd shift job. If there is no adequate childcare, they either must decline their job or put their children in potentially risky situation). We also see in the field that when families do obtain work, there is an almost immediate reduction in benefits. As example, we had a mother on my agency's caseload who obtained a job and reported it promptly. Her food stamps were cut, rent increased, and other benefits reduced, leaving her with a several week lag between that reduction and receipt of first check. Having an incremental decrease of benefits could allow families to meet family needs while awaiting that first check. The mother's comment to us was---"I feel I'm being punished for going to work; it's easier not to work because my family hurts now."</p> | <p>The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan.</p> |
| <p>Court</p> | <p>If you rated the above goal as 5 or below, please explain why: Safety</p> | <p>check objective six, why is the target increasing?</p> | <p>The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan.</p> |
| <p>Government</p> | <p>If you rated the above goal as 5 or below, please explain why: Well-Being</p> | <p>No social / emotional component. Behavior interferes w education. Tutoring and Ed advocacy is not enough.</p> | <p>The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan.</p> |

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| Advocacy and Legal Services | If you rated the above goal as 5 or below, please explain why: Well-Being | Unclear what goals and strategies pertain specifically to mental and behavioral health of children and caregivers. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Advocacy and Legal Services | Is the plan clear? | Yes, in most instances. Suggestions for further clarification: (1) Although the goals include safety, self-sufficiency, permanency and well-being, the mission and principles emphasize safety almost to the exclusion of the others; (2) principle 5 refers to "participants" -- should this be "stakeholders" or "constituency"?; (3) Permanency, as a Division goal, should include "legal security, "; (4) the self-sufficiency strategies include CB 21 to improve outcomes for 18-21 year-olds but do not address ILP for 14-18 year-olds; the well-being goals do not explicitly address mental and behavioral health -- unclear whether reference to "healthcare" includes domains of functioning beyond physical health; (6) objective 1 under stakeholder engagement refers to increasing stakeholder engagement but does not specify in what - breadth of category of "stakeholder" means this reference is vague. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Child Welfare-Region 3 | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Child Welfare-Regional | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Child and Family Services | If you rated the above goal as 5 or below, please explain why: Workforce | Nothing speaks to improving salary structure and benefits. Is that included in the Career Path implementation? | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| State Office-other | Is the plan on the right track? | No. Missing information about prevention of maltreatment. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |

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| | Do you feel the plan is complete? | No. There needs to be information added to address reducing and preventing child maltreatment. It is missing primary and secondary prevention work as a strategy. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Trade Association for private children/family providers in GA | Do you feel the plan is complete? | Mostly yes (very comprehensive and well stated). I think there should be some more attention to internal culture change initiatives/objectives . The branding touches on this but given the historic challenges in this area, particularly when it comes to resisting new efforts I think there could be more focus in this area. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Non-profit organization | Do you feel the plan is complete? | No. Relationships with employment organizations such as 4 of the 5 Easter Seal affiliates, Goodwill, and other non-profits who provide employment. No objective to include DFCS coordination with DBHDD and its provider network for children who are medically fragile or have developmental disabilities/autism. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Court | If you rated the above goal as 5 or below, please explain why: Stakeholders | lofty goals especially for engagement with hospitals; no mention of specific outreach to other key partners. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Community Action Agency | If you rated the above goal as 5 or below, please explain why: Stakeholders | I think it is a great idea to increase partnerships with the Community Agencies within the state. I think this is a untapped resource for you. Who better knows what our clients need than us? we talk to them and refer them to other partners of ours. I would like to see the Community Action Agencies more involved in the process! Thank you! Randy Lane, Executive Director | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Trade Association for private children/family providers in GA | If you rated the above goal as 5 or below, please explain why: Stakeholders | Flush out strategy #8 to better ensure continued and sustained partnership/collaboration over the long-haul in all areas (legislative, Gov. ...). | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |

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| Court | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | Somewhat, stakeholder section and involvement is thin. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Advocacy and Legal Services | If you rated the above goal as 5 or below, please explain why: Safety | Would improve by mention of trauma-informed approaches. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| Advocacy and Legal Services | If you rated the above goal as 5 or below, please explain why: Workforce | Would like to see a strategy for supporting the well-being of DFCS workers, foster parents, etc. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| | Do you feel the plan is complete? | No. Vague documentation regarding the Workforce, and retention issues. For several years, it has been embarrassing to admit employment with DFCS. On of the goals of this plan should be to overcome this terrible burden many of us feel. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| OFI County | Do you feel the plan is complete? | No. In order to insure that the division's workforce is competent, professional and efficient, compensation, including pay, and benefits, need to be addressed as well as the resources provided to staff members to do their jobs. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce- Not enough emphasis on improving staff morale. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| | Do you feel the plan is complete? | No. We more on the to address the overarching systemic/cultural issues - specifically in the permanency section (see #5 below). | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |

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| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Permanency-Many children that are placed in the care of relatives, we have found the CG unable to deal with these children especially when they reach a certain age. We are dealing with the problem of these children reentering foster care after being placed in the care and custody of relatives. We must address this problem by providing the relatives with ongoing training. We also need to reevaluate all RCS/ERCS cases and give those caregivers opportunities to consider adoption. Many that we come in contact with during the annual review process states they were never given the opportunity to adopt the child which they have had since birth, especially now since the relative care policy changed that requires no more ERCS/RCS. We need to reevaluate the children that have been placed in the care of relatives and receiving ERCS and give them an opportunity to adopt the children that was placed in their home through a statewide initiative. We have a potential problem where the relative care assistance does not transfer to anyone else when a caregiver dies and this leaves the child without a legal caretaker. More information to relatives should be provided and older relatives that are taking care of our children should be given more valuable information in making a decision about the permanency of these children in their care and custody. | The Division either addressed or incorporated this recommendation in the Georgia DFCS 2017-2019 Strategic Plan. |
| State Advisory Board Rep | If you rated the above goal as 5 or below, please explain why: Safety | Doesn't include strategies to prevent occurrence of abuse or provide services to address risk factors after abuse (other than SBC). | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Aging and Disability Services | Do you feel the plan is complete? | Missing resources to attain each goal, esp. goal to increase foster care graduates from 17% - 75%...how? | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Child and Family Services | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | Yes. It provides goals but lacks specifics on how goals will be accomplished. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Child and Family Services | If you rated the above goal as 5 or below, please explain why: Safety | 5. Strategies are not connected to the departments responsible for implementation and accountable for outcomes. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |

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| Child and Family Services | If you rated the above goal as 5 or below, please explain why: Self-Sufficiency | 5. Strategies are not connected to the departments responsible for implementation and accountable for outcomes. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Child and Family Services | If you rated the above goal as 5 or below, please explain why: Well-Being | The goals are impressive. What are the accountability measures to assure objectives will be met? | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Private, Non-Profit | If you rated the above goal as 5 or below, please explain why: Well-Being | special needs children are not addressed specifically within this strategy area. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Non-profit organization | Do you feel the plan is complete? | More specific action steps. Measurable strategies. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | Do you feel the plan is complete? | No. I feel that additional work could be added to show where everyone fits in the plan? What role do we each play? How will the success be measured? If one part of the plan is not successful, how does that impact other parts? | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Other- State Office | Is the plan clear? | | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| OFl- State Office | Do you feel the plan is complete? | No. I think the plan is a very good start, but I feel that it cannot be complete until the outcomes are measured, and we have demonstrated that children are safe, and families are no longer in need our services, except as a valuable resource. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | Is the plan on the right track? | No. The legal system will be a barrier to adoption finalizations within 24 months. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |

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| OFI- Muscogee | Do you feel the plan is complete? | No. Social Services need more training on childcare policy and forms to have cases completed timely. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Safety- Improvement of communication is needed between social services and childcare. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Child Welfare - Regional | Is the plan clear? | | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | | Workforce-Consider adding a feedback loop with the employee satisfaction survey's so that employees know what trends were identified and what steps are being taken. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | Do you feel the plan is complete? | | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce- Consider adding other retention measures around staff participating in our IV-E education program and loan forgiveness program. | The Strategic Plan workgroup's consensus is that details of the survey logistics will include the specifics on workforce retention and other incentive initiatives. |
| Child Welfare- County | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Permanency- look more into...related to other family. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Child Welfare - State Office | Do you feel the plan is complete? | No. Concrete action steps with clear expectations for everyone in the agency. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |

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| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Safety-Though beneficial the action steps do not get to heart of the problem which has been identified as lack of quality assessment. This requires mentoring, and management changes. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | | Self- Sufficiency- The goal of broad and isn't concise. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | | Stakeholders-Stakeholders training and certification - shadowing caseworkers, understanding the life of a child in foster care, understanding our clients (type of clients, how do they end up coming to us) complete training with a certification at the end. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Child Welfare-Region 4 | Is the plan clear? | | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Child Welfare-Region 1 | Do you feel the plan is complete? | No. The plan does not specifically address the types of CPS referrals that are excepted for intervention. This has a direct effect on workload, staff retention, and child safety. Workers are involved in large volumes of cases that are unrelated to child safety. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Safety- Too much time is spent on non-safety related issues during initial assessment. As a result, too little time is spent on safety. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Child Welfare-Fulton | Do you feel the plan is complete? | No. Mandated reporter training for our communities and a training on what or what is not considered abuse. Also our centralized intake could receive more training on accurately and thoroughly accessing a call from the front door. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |

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| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce-Tuition reimbursement for currently seeking to further education to remain in child welfare, OFI, social work. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| Child Welfare- State Office | Is the plan on the right track? | | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| OFI--DeKalb | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | Do you feel the plan is complete? | No. The how to within the strategies. This is where plans tend to fail in the "action items". | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| | | Stakeholder-Community outreach is stressed quite a bit. I think we need to bring back the position we had before to enable that. I think they were called Resource Development. I'm not sure. | The Division decided to address this recommendation through the implementation efforts of the Georgia DFCS 2017-2019 Strategic Plan. |
| State Early Care and Education Agency | Is the plan clear? | <i>Yes, for the most part.</i> | The Division appreciates the survey feedback and will take it into consideration. |
| State Early Care and Education Agency | If no, what do you feel is missing? | Are there other areas the Division could address? Perhaps, but this plan gives provides an attainable, yet ambitious direction toward which all can strive. | The Division appreciates the survey feedback and will take it into consideration. |

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| Advocacy and Legal Services | Is the plan on the right track? | Yes, although I wonder how the objectives and strategies were chosen as they seem to represent a particular selection of process and outcome measures. I am concerned that highlighting these particular outcomes and processes will prioritize them in practice and philosophy over other, equally-valid process and outcome measures, resulting in improvements in some areas but loss of progress in others. | The Division appreciates the survey feedback and will take it into consideration. |
| Advocacy and Legal Services | If no, what do you feel is missing? | See comment above re: limitations of emphasizing a selection of process and outcome measures, although I appreciate the need for focus. | The Division appreciates the survey feedback and will take it into consideration. |
| Advocacy and Legal Services | If you rated the above goal as 5 or below, please explain why: Self-Sufficiency | Failure to address quality and service improvements in ILP. No mention of financial assistance available to guardians and adoptive parents, the need for parity, the need for prompt processing of payments. | The Division appreciates the survey feedback and will take it into consideration. |
| Advocacy and Legal Services | If you rated the above goal as 5 or below, please explain why: Permanency | Need to include legal security as a feature of permanency. No mention of post-permanency supports to fortify families after reunification, adoption, guardianship. | The Division appreciates the survey feedback and will take it into consideration. |
| Advocacy and Legal Services | If you rated the above goal as 5 or below, please explain why: Stakeholders | Lack of clarity as to which stakeholders will be engaged in what activities as a measurable goal. | The Division appreciates the survey feedback and will take it into consideration. |
| Aging and Disability Services | Is the plan on the right track? | | The Division appreciates the survey feedback and will take it into consideration. |
| Aging and Disability Services | If you rated the above goal as 5 or below, please explain why: Workforce | If Career Path initiative is contingent upon funding, what would be in it's place if funding is not available. | The Division appreciates the survey feedback and will take it into consideration. |
| Aging and Disability Services | If you rated the above goal as 5 or below, please explain why: Stakeholders | Unsure how complaints will be reduced when there is nothing identifying why complaints were made. | The Division appreciates the survey feedback and will take it into consideration. |
| Government | Do you feel the plan is complete? | Well being fails to address social and emotional needs to promote mental health. Permanency does not address urgent need for foster parents. | The Division appreciates the survey feedback and will take it into consideration. |

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| Government | If you rated the above goal as 5 or below, please explain why: Stakeholders | No idea what is intended. Too vague. | The Division appreciates the survey feedback and will take it into consideration. |
| Court | If you rated the above goal as 5 or below, please explain why: Well-Being | it would be great to see a whole family approach including health and well-being, just unsure who is going to do this additional task. | The Division appreciates the survey feedback and will take it into consideration. |
| Community Action Agency | Is the plan on the right track? | Some parts of it. | The Division appreciates the survey feedback and will take it into consideration. |
| Community Action Agency | Do you feel the plan is complete? | I feel the Homeless population to include veterans needs to be addressed. I am located in Valdosta and my agency covers 10 south Georgia rural counties. There is a problem with homelessness in my area. | The Division appreciates the survey feedback and will take it into consideration. |
| Community Action Agency | If you rated the above goal as 5 or below, please explain why: Safety | I would certainly hope you could reduce maltreatment from 8% to 5% in 2 years. It seems to me there needs to be a greater emphasis placed on this Safety Objective. | The Division appreciates the survey feedback and will take it into consideration. |
| Community Action Agency | If you rated the above goal as 5 or below, please explain why: Self-Sufficiency | My Agency's Community Assessment states that the clients we serve tell us the three major challenges for them are: 1. not enough jobs 2. Cost of utilities 3. Food needed for Homeless families. Other concerns are: 1. Safety in Schools 2. Crime, Violence and drug abuse 3. Needs more job training and 4. Need of money management classes. There are 20 Community Action Agencies located in Georgia. I feel we need to work as a team to solve these problems that plague Georgia. | The Division appreciates the survey feedback and will take it into consideration. |
| Community Action Agency | If you rated the above goal as 5 or below, please explain why: Workforce | I would like to see Grants becoming available for Community Action Agencies to assist in the Workforce Objectives. I know that the state agency is understaffed and underpaid. I really don't think it is feasible to think the Governor will appropriate a bunch of money for DFACS to hire new employees. | The Division appreciates the survey feedback and will take it into consideration. |

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| Georgia Family Connection Partnership | | | The Division appreciates the survey feedback and will take it into consideration. |
| Non-profit organization | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | to a great degree | The Division appreciates the survey feedback and will take it into consideration. |
| Non-profit organization | Is the plan on the right track? | For the most part | The Division appreciates the survey feedback and will take it into consideration. |
| Private, Non-Profit | If you rated the above goal as 5 or below, please explain why: Self-Sufficiency | Needs to be coordination between DFCS and DBHDD for youth with DD transitioning to adult services. | The Division appreciates the survey feedback and will take it into consideration. |
| Private, Non-Profit | If you rated the above goal as 5 or below, please explain why: Stakeholders | There are a host of non-profit partners to include "Together Georgia" and its member agencies that can do much more than the items listed in #5. Perhaps #8 if fully implemented will address this. | The Division appreciates the survey feedback and will take it into consideration. |
| Child and Family Services | Do you feel the plan is complete? | No. No mention of improving the salary structure and benefits for staff. | The Division appreciates the survey feedback and will take it into consideration. |
| Child and Family Services | If you rated the above goal as 5 or below, please explain why: Permanency | Reduction in moves should be lower. Once parental rights are terminated, it should take less than 24 months for adoptions to finalize. | The Division appreciates the survey feedback and will take it into consideration. |
| Child and Family Services | If you rated the above goal as 5 or below, please explain why: Stakeholders | Engagement with stakeholders appears comprehensive. How will feedback from stakeholders be addressed? | The Division appreciates the survey feedback and will take it into consideration. |
| CCI | If you rated the above goal as 5 or below, please explain why: Safety | Safety has been a major problem for the Division and it seems that the Division is making the safety of the clients its top Priority. | The Division appreciates the survey feedback and will take it into consideration. |
| CCI | If you rated the above goal as 5 or below, please explain why: Permanency | I like the goal and objective but this goal will have to be " wait and see". | The Division appreciates the survey feedback and will take it into consideration. |
| CCI | If you rated the above goal as 5 or below, please explain why: Workforce | retaining good staff has to be made a priority. Just having bodies is not service the children in Georgia. | The Division appreciates the survey feedback and will take it into consideration. |
| Non-profit organization | If you rated the above goal as 5 or below, please explain why: Self-Sufficiency | Need to increase overall percent of those eligible for TANF that actually receive the benefit. | The Division appreciates the survey feedback and will take it into consideration. |

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| Non-profit organization | If you rated the above goal as 5 or below, please explain why: Well-Being | Very important to work with SNAP Ed and SNAP Outreach partners to promote their existing efforts in health and nutrition, rather than trying to re-invent programs | The Division appreciates the survey feedback and will take it into consideration. |
| Non-profit organization | If you rated the above goal as 5 or below, please explain why: Workforce | This is an extremely important goal! If there is improvement in this goal, there will definitely be improvement in the other areas as well. | The Division appreciates the survey feedback and will take it into consideration. |
| CCI, CPA | Is the plan clear? | Yes, like the concrete goals. | The Division appreciates the survey feedback and will take it into consideration. |
| CCI, CPA | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | to some degree | The Division appreciates the survey feedback and will take it into consideration. |
| CCI, CPA | Do you feel the plan is complete? | No. Community engagement is a bit weak, but will likely be evident over time. | The Division appreciates the survey feedback and will take it into consideration. |
| CCI, CPA | If you rated the above goal as 5 or below, please explain why: Permanency | ambitious | The Division appreciates the survey feedback and will take it into consideration. |
| State Advisory Board Rep | If you rated the above goal as 5 or below, please explain why: Self-Sufficiency | Provides no strategies to assist families in obtaining, maintaining employment (e.g. childcare, gradual benefit reduction after employment found). | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare-County | Is the plan on the right track? | Yes all but the employee support. Everything is based on funding. If you don't keep quality people your goals will fail. For too long now the workforce has been ignored and treated unfairly. They are discouraged and disillusioned. They don't have faith in their leadership anymore. | The Division appreciates the survey feedback and will take it into consideration. |
| | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | From a strategic perspective, yes. | The Division appreciates the survey feedback and will take it into consideration. |

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| | Do you feel the plan is complete? | Yes. There are a multitude of Objectives with Targets and Timelines; But how will it all be accomplished? More layers of work on staff? More of the same mindset of adding new staff (what about the revolving workforce door?) Why not consider a new workforce structure? There are so many programs and initiatives that the workforce already must engage is increased workforce (always) the answer, or is a fresh concept of operational restructure an option to accomplish and surpass the goals and expectations? There's a lot on the table and a lot at stake (Children and Families). | The Division appreciates the survey feedback and will take it into consideration. |
| | Is the plan on the right track? | Somewhat. Workforce is the operational strength, but mentioned last. | The Division appreciates the survey feedback and will take it into consideration. |
| OFI- State Office | Is the plan on the right track? | No. Not in all areas. nutritional education should be of parents/adults responsible for feeding the children, not a program geared for children in elementary elementary school. Education of children in nutritional ed is secondary to education of their parent/responsible adults that purchase and prepares meals. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare-Region 7 | Do you feel the plan is complete? | No. More thought to well being/permanency needed see below. | The Division appreciates the survey feedback and will take it into consideration. |
| OFI- Charlton | Do you feel the plan is complete? | No. The lack of food stamps for the elderly min. is 16.00... and should be at least 50.00... lets see if you can live off 1000.00 a month and maintain the household necessities of lights, tv, and phone all the while paying taxes for you home you worked 30 years to pay for and keep a car tag and insurance on both and pay 20% of your medical bills and the have a part d plan for medicines and only receive 16.00 in assistance for food a month. | The Division appreciates the survey feedback and will take it into consideration. |

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| OFI- County | Is the plan clear? | Yes, if supported with detailed policies and procedures. | The Division appreciates the survey feedback and will take it into consideration. |
| | Do you feel the plan is complete? | No. A plan is only good if the execution is successful. It will be imperative for DHS leadership to communicate the expectations of the plan clearly. Also, the practices must align with the procedures across the State. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare- Cherokee | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | Not to partners | The Division appreciates the survey feedback and will take it into consideration. |
| OFI- Pulaski County | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Self- Sufficiency- If the new gateway system is allowed to schedule appointments statewide, district-wide, or region-wide, even as a last resort, then the local, county-based model will be lost and we will end up being just like Georgia One again. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare- County | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Self Sufficiency-The whole system/entitlements must change. There's little motivation for low-income families to improve their financial situation. No supports are in place to effect change. Families loose benefits as they make the smallest improvement. The spending gap is too wide so it forces them back into dependency-I know families who see no way to get out. Self-sufficiency will increase as tax dollars are re-aligned- state and local communities partner to help move people out of poverty over time. There are evidenced based programs and best practices at work in our country but few go through it because of the current system rewarding dependency. Benefits need to stay in place while people get/finish educations, secure employment, stable housing, etc. | The Division appreciates the survey feedback and will take it into consideration. |
| OFI- County | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | Yes. Just like our clients, they have good intentions as does any new plan. But due to funding find themselves in same or similar situation. | The Division appreciates the survey feedback and will take it into consideration. |

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| | Is the plan on the right track? | Without funding, no. Funding is needed for more staff to be hired and trained. Staff is getting burn out and leaving or retiring early than expected due to over worked and under paid. | The Division appreciates the survey feedback and will take it into consideration. |
| | Do you feel the plan is complete | No. Food Stamp allotments need to be looked at. You have some larger families getting more than necessary in SNAP. But then you have senior adults with high prescription cost and high medical insurance cost and they only get \$16 a month. Senior adults with health issues can barely get by. Seen too many senior adults that it takes all of their SA check to pay prescriptions drug cost and medical coverage. Therefore, they do not have enough money to buy groceries and pay utilities. The ones that do not get MA are falling through the system. | The Division appreciates the survey feedback and will take it into consideration. |

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| | <p>On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest)</p> | <p>Self- Sufficiency. There needs to be a way to rate TANF participation rate separately for clients with medical issues, bed rest pregnancies and clients with SSI pending applications. These are good cause reasons for non participation and should not be counted against case workers participation rate. Case workers encourage self sufficiency with clients and when this is achieved, your case load is only medicals that results in low participation rate. Also counties struggle to provide support services to our clients. Caseworkers do not have P cards to make purchases and ES workers monitor clients from many different counties. If we can reimburse a client for transportation allowance, why can't we reimburse a client that gains employment for clothing, shoes etc. allowance with receipt signed by client? Foster Parents turn in receipts with their invoices. We are failing our clients by not having another way to help clients with support services other than P card.</p> | <p>The Division appreciates the survey feedback and will take it into consideration.</p> |
| | | <p>Well- Being-Senior adults need more support.</p> | <p>The Division appreciates the survey feedback and will take it into consideration.</p> |
| | | <p>Workforce- The objective looks good but needs to be high on priority. Staff been at front desk for over 10 years, that is sad. Also, I stress human resources needs to consider staff with experience. They are overlooking good workers being able to move up because of education. All applications should be read and considered. Another staff who has done wonderful work and been with DFCS for many years can't qualify for supervisor? Why not? The person has the experience and knowledge of programs. Don't cause your staff to be your clients.</p> | <p>The Division appreciates the survey feedback and will take it into consideration.</p> |

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| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Self- Sufficiency- I believe this program is more than capable of demonstrating that families can be removed from welfare roles, if strong partnerships are formed, and the clients are engaged in the process of moving to self-sufficiency. | The Division appreciates the survey feedback and will take it into consideration. |
| | | Permanency-I believe that the strategies listed can produce the desired results, especially if it's based on a 'Solution Based Casework model'. | The Division appreciates the survey feedback and will take it into consideration. |
| | | Well Being-I have been in collaborative meetings with both Child Welfare and OFI to see that this goal is met by forming stronger partnerships. | The Division appreciates the survey feedback and will take it into consideration. |
| | | Workforce- I believe the strategies can produce the desired results. The Career Ladder will help as well. | The Division appreciates the survey feedback and will take it into consideration. |
| | | Stakeholders-Vital. DFCS cannot do this work alone. Building stronger partnerships and ownership of Georgia's families will greatly increase our ability to achieve this goal. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare-Region 7 | Do you feel the plan is complete? | No. DFCS Foster Parents should get more than 67 cents an hour to care for our children. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce- Sounds good. We currently have too many lazy employees with no consequences. | The Division appreciates the survey feedback and will take it into consideration. |
| | | Stakeholders-Foster Parent Conference calls are not effective. We already offer those monthly and it doesn't obtain much participation. | The Division appreciates the survey feedback and will take it into consideration. |
| Other- County | Is the plan clear? | Yes. It is clear if you have an understanding of child welfare. | The Division appreciates the survey feedback and will take it into consideration. |
| | Is the plan right on track? | Yes. however, it is a lot of change at the same time and like plans in the past it will be "tweaked" to make it work at different areas in Georgia. | The Division appreciates the survey feedback and will take it into consideration. |

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| | Do you feel the plan is complete? | No. Everyone is going to have to be held personally accountable for making sure the plan is being followed all over Georgia. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Safety-The last thing that case managers in my county need is more mandated training. We are continually short staffed and our number of reports each day continue to grow. The response time is being lessened. I understand that hiring staff will spread the work out but in nine years staff turnover has remained constant. I think bringing child care back to the local office (as opposed to regional) would make more sense. If you have someone you can go to when you need to know how to do something you will be more successful than setting through a PowerPoint or webinar especially when you are in a rush because you have a multitude of other things that need to be done today. I understand that safe sleep training is important. In my part of Georgia I am more concerned about parents with substance abuse issues. | The Division appreciates the survey feedback and will take it into consideration. |
| | | Self-Sufficiency-While I understand that the metro counties have a large number of clients receiving TANF work benefits in the rural counties we do not. So I am not truly sure how I feel about increasing those numbers. | The Division appreciates the survey feedback and will take it into consideration. |

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| | | <p>Well- Being-I feel like instead of teaching people how to get the benefits they are entitled to we should be teaching them how to take care of themselves. I think we need to have realistic mind sets. Not all children are cut out for college and that is ok. We need to make sure that these children are being taught work ethic, the importantness of manners, attendance, budgeting. There are so many other things we could and should be teaching families other than how to get benefits. Amerigroup needs to offer more providers. Children in my county cannot even get eye exams because there are no providers that accept Amerigroup. Dental services are also very few. Mental health providers are usually more than fifty miles away. Yes I know that all rural counties suffer with the same issues. I think that is the point I'm trying to make. I think that most of these strategies are developed with metro/urban counties being the standard. In smaller counties we do not have the resources available to us to do a lot of these things. We have good relationships with our community partners but there is only so much they can do as well.</p> | <p>The Division appreciates the survey feedback and will take it into consideration.</p> |
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| | | <p>Workforce-Just hiring new staff is not going to make people stay with DFCS. Staff retention is very important and I don't think that it is being taken serious enough. Growing up in my community my mother worked for local county government. You could not get those jobs unless someone retired or died. Now no one wants our job. The pay is on the lower scale. A lot of benefits have been cut back. Our insurance premiums are ridiculously priced. Years of service raises were given to case managers and supervisors last year but no one else. What about all the people who support those case managers and supervisors? They are just as invested in the outcome of making children safe. I think that people feel as if they do not owe DFCS anything. Why should they DFCS hasn't respected them, their time, their family, their goals , so why should they respect DFCS. I think that saying if you do not have a degree makes you ineligible to be a case manager or move up is not good practice. Just because someone has a degree does not mean they are a good worker. It means they were a good student. People are usually not very honest on survey's, especially ones about employee satisfaction. I will not even get started on the "branding" issue. That is a waste of time and resources. It will not help morale it will probably hinder it more than anything. Especially if people who did not get a raise last year find out how much it cost. Stop offering Career Path initiatives if it is going to be determined if funding is available. Find the money. Make employees think that you want them to stay. Stop telling them how much you appreciate them and show them. It is not hard to make someone feel appreciated.</p> | <p>The Division appreciates the survey feedback and will take it into consideration.</p> |
| | | <p>Stakeholders-I still feel as if the problems we have are trying to be fixed from the bottom up and they need to be fixed from the top down. I still do not feel as if the people who make the decisions that effect of all have a realistic picture of how things really are. A lot of people will tell you what you want to hear when they are asked how things are going rather than telling you the truth. I am not a negative person by nature (actually I am the exact opposite of that). I love my county. I have lived here my whole life. I want to see my county prosper and right now if I am completely honest I don't. I am a community stakeholder. I live here. I work here. I am invested in the outcome.</p> | <p>The Division appreciates the survey feedback and will take it into consideration.</p> |
| <p>OFI- Fulton</p> | <p>Is the plan right on track?</p> | <p>No. THIS DOES NOT INCLUDE INCREASE PAY THAT WILL EQUAL RETENTION OF STAFF</p> | <p>The Division appreciates the survey feedback and will take it into consideration.</p> |

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| | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | No | The Division appreciates the survey feedback and will take it into consideration. |
| | Do you feel the plan is complete? | PROVIDING BETTER OPPORTUNITIES FOR CURRENT STAFF ON ALL LEVELS NOT JUST SERVICES. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare Training - State Office | Is the plan on the right track? | Yes, but With all due respect, we don't have the correct people in key leadership positions such as training, SHINES, Permanency, field ops, regional and county directors in several areas, etc... that have the competency and experience needed to effectively carry out this plan. | The Division appreciates the survey feedback and will take it into consideration. |
| | Do you feel the plan is complete? | No. I would include an evaluation of key leadership and management staff to ensure that the right people are in the right place. I would also evaluate our current contracts to ensure that we are getting the best quality for our money. For example, our contract with Accenture is not such a good deal for the level of or lack of quality that we are receiving. Relationships are getting in the way of good judgement. | The Division appreciates the survey feedback and will take it into consideration. |
| OIG Dougherty | Do you feel the plan is complete? | No. For OFI I believe there needs to be more focus on quality of work instead of quantity. They quality of work suffers due to the amount of work. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare - County | Do you feel the plan is complete? | No. Funding for Career Path needs to be guaranteed. This is vital for those who do not wish to be in supervisory or administrative positions, which there seem to be too many of. Staff should be compensated for wanting to work directly with families. Simply being a case manager with a case managers salary is not going to retain staff. | The Division appreciates the survey feedback and will take it into consideration. |

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| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Safety- The goal states "free from" which is not realistic or attainable, unfortunately. Possibly select different wording with the same impact. When working with our families, we assist them in developing goals that are reachable and attainable. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare- State Office | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Permanency-Regarding objective 2: For Family Preservation, Contacts standards must be completed in order to measure this. In reviewing cases, contact standards are often not completed. Also, a thought is to address having less children enter foster care by addressing the way courts/counties handle custody. For example, relatives can obtain temporary custody while parents work a FPS case; later the child either returns home or relatives can obtain permanent Guardianship. | The Division appreciates the survey feedback and will take it into consideration. |
| | Is the plan on the right track? | Yes, particularly around career path for all levels - this has tremendous potential around retention and thus outcomes for families | The Division appreciates the survey feedback and will take it into consideration. |
| OFI-Dougherty | Do you feel the plan is complete? | No. I would address the need for Caregiving for Adults, if this is not already addressed. Sometimes family members have to quit jobs in order to be full-time caregivers for Spouses, etc. who need 24/7 care at their homes. I believe that no matter what the monetary income, etc. of a caregiver, we must support caregivers of adults who do the jobs of nursing homes. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Stakeholders-Vague | The Division appreciates the survey feedback and will take it into consideration. |

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| Child Welfare-Region | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | safety-Related to annual training, can we also consider focus on training that will enhance the skill set of those who make safety assessments? Is the required annual training on mandated reporting for all staff or OFI? | The Division appreciates the survey feedback and will take it into consideration. |
| OFI-Forsyth | Do you feel the plan is complete? | Yes. I believe it is a solid framework from which to move forward. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare-Region | Is the plan clear? | Yes, but some of the action steps are very general. | The Division appreciates the survey feedback and will take it into consideration. |
| | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | As a starting point, yes. | The Division appreciates the survey feedback and will take it into consideration. |
| | Is the plan on the right track? | Yes, if actually implemented as outlined. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce- There is no accountability around this piece at this point and there is a clear message from leadership that there doesn't have to be. Individuals are appointed to positions based on who they have relationships with, not their qualifications. Positions are filled with no competitive process against all HR basic standards. If you're friends with the right person, then you get promoted. This continually causes mistrust between the field and leadership. | The Division appreciates the survey feedback and will take it into consideration. |
| OFI Clayton | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | Yes. Only for those who pay attention to 'percentage measures. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce-If you want 'professional services', then be prepared to pay for professional work. Otherwise, this is just the usual BS. | The Division appreciates the survey feedback and will take it into consideration. |

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| OFI- Hall County | Is the plan on the right track? | It has a few holes. Increasing Services Staff is the primary focus but the support staff need to be sufficient to handle the large influx of children coming into care. More timely child care can be established if you have enough CAPS Case Managers. | The Division appreciates the survey feedback and will take it into consideration. |
| | Do you feel the plan is complete? | No. Take into the consideration that more Social Services Case workers mean more children brought to safety but the staff that assists and supports that CAPS and TANF need to have staff increases as well to ensure speedy childcare is in place. More communication between Services and other OFI employees. | The Division appreciates the survey feedback and will take it into consideration. |
| OFI-Douglas | Do you feel the plan is complete? | No. An increase in pay for employees was not included. A huge increase in pay would help to retain employees. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Self- Sufficiency-We state self-sufficiency, but do hold the clients' accountable for not during there part. | The Division appreciates the survey feedback and will take it into consideration. |
| | | Workforce-Training and career steps are good, but a pay huge pay increase will help retain good employees | The Division appreciates the survey feedback and will take it into consideration. |
| Other- Lowndes | Do you feel the plan is complete? | No. No mention of annual pay increases for staff | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce-Morale and job satisfaction will not improve until all staff receive annual pay increases of 3% or more. Three percent is a bare minimum that really only covers the cost of inflation. If we're doing a great job, we should receive more than that...between 5% and 10%. It's demoralizing to receive no raise, or a 1%-2% raise, every year. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare-Fannin | Do you feel the plan is complete? | No. Does not address the need for more staff in order to do the right work the right way. | The Division appreciates the survey feedback and will take it into consideration. |

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| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce- There need to be more front line workers. The "Blueprint For Change" will not work without adequate staff. | The Division appreciates the survey feedback and will take it into consideration. |
| Administrative and Child Welfare-Fannin | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce-The high rate of turnover, stress on staff, unrealistic expectations of afterhours work, no financial benefits to remain with department. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce-Everything is based on funding. Fundamentally, that is understood. But realistically management does not support its staff. People leave because they feel underappreciated and over worked. Many are on medication and have extensive health problems. Others are counting down the day till retirement. In 5-6 years most of the upper management will retire and 90% of our knowledge base will be gone. | The Division appreciates the survey feedback and will take it into consideration. |
| | Do you feel the plan is complete? | No. Will the TANF program does encourage self sufficiency - it is a VERY small population of the overall number of citizens. The other OFI programs encompass a larger section of the families that we serve globally. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Self- Sufficiency- As explained above TANF is only one program to assist families via of and a large population of families are not included if we don't look at all programs | The Division appreciates the survey feedback and will take it into consideration. |
| | | Workforce-we have a lot of work to do to ensure that we sustain the current workforce - in regard to career ladders and salary. | The Division appreciates the survey feedback and will take it into consideration. |
| Regional Accounting-Gordon County | Do you feel the plan is complete? | No. I believe we can always adjust the system to the changing times. | The Division appreciates the survey feedback and will take it into consideration. |

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| | Is the plan on the right track? | Yes, SBC, Partnership Parenting and One Caseworker, One Family Practice Model. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare - State Office | Do you believe the plan will provide clarity to Division staff and partners regarding the direction of the agency? | Yes - but there are some gaps in the plan (see #5 below) | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Permanency-On relative placements we need to address more of the culture regarding the Department's view of relatives. Part of the reason why our rates are low as there is a lot of the state that view relatives as "the apple doesn't fall far from the tree." More education, training and assessments need to be done with the staff at all levels. Regarding TPR - there has to be more work with the Judges/SAAG and DFCS Staff regarding clear deadlines as to when we need to file TPR many counties don't file until 15+ months in care - we will never meet ASFA if that continues. | The Division appreciates the survey feedback and will take it into consideration. |
| | | Well being-In EPAC there is just not enough staff and there is lack of accountability - the field finds them useless. This section either needs to be majorly overhauled and funding provided or find a different vessel to achieve this goal. | The Division appreciates the survey feedback and will take it into consideration. |
| | | Workforce-There needs to be major efforts in correct employee hiring and clear consistent rule regarding discipline and termination across the state. | The Division appreciates the survey feedback and will take it into consideration. |
| OFI | Is the plan on the right track? | Yes. Realistically how can access for benefits be provided at the level discussed in the plan when the best access to apply for FS has been taken away. Are all levels of management buying into the plan. It does not appear so when we discontinue using the system developed for easy access (COMPASS) | The Division appreciates the survey feedback and will take it into consideration. |

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| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce-This has been said for years but very little evidence that the plan moves beyond what is on paper. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare-County | Is the plan on the right track? | Possibly. As a member of my county leadership team, I am most concerned of the ever increasing caseloads, staff turnover, and competitive pay for our staff. The comment in the plan that parts will be implemented based on available funding, that's concerning. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce-This is the most concerning area for me. Without a strong and well developed workforce, we cannot accomplish any of the other goals. Yet, workforce is listed towards the end of the plan, telling me that it's not important. | The Division appreciates the survey feedback and will take it into consideration. |
| OFI- County | Do you feel the plan is complete? | All staff in the county need better training on how to do their job. the last several years have narrowed it down to just online with little to no classroom. This makes doing the job very difficult and leads to unhappy employees. Also, the time it takes to hire someone needs to be shortened. It is taking 2 to 3 months to get an employee into the agency from the date they were interviewed and selected. It is difficult to plan when you have no idea when your new person will start. Also, the person has plenty of time to accept another job. How long it takes to get a RACF ID is a problem also. Why do we hire people and then not allow them to actually work until a month later? That makes is difficult to plan and manage a unit. | The Division appreciates the survey feedback and will take it into consideration. |

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| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Workforce- Part of employee satisfaction is being trained to do the job adequately. We are currently lacking in that area. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Self- Sufficiency-More focus needs to be placed on SNAP clients in self-sufficiency in looking for jobs not just the single people (ABAWD).Possibly look at a limited eligibility time period if not working. Mandatory referral to Child Support for all programs. | The Division appreciates the survey feedback and will take it into consideration. |
| | On a scale from 1-10, please rate each goal in the Strategic Action Plan for strength of action steps. (1 being the weakest, 10 being the strongest) | Permanency-There should be an objective to reduce or eliminate unnecessary placements and the length of time in foster care. | The Division appreciates the survey feedback and will take it into consideration. |
| OFI District | Is the plan clear? | | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare- State Office | Do you feel the plan is complete? | No. GOAL: All foster care children that age out of system will do so ready to further their education by going to college and/or enter the work force with the goal to be productive members of society. | The Division appreciates the survey feedback and will take it into consideration. |
| Child Welfare- State Office | Do you feel the plan is complete? | No. For the two largest counties in Ga (Fulton & DeKalb) that have been under the Kenny A Consent Decree for over ten years, the plan should at least operationalize how the State intends to exit that arrangement. | The Division appreciates the survey feedback and will take it into consideration. |