Welcome and Introductions

• Welcome and Introduction of Board Members and Staff
• Purpose/History/Upcoming Training
• Reimbursement Process
• Composition of Board
DFCS Regions

Board Members and Regions:
- Region 1: Delaine Hunter
- Region 2: Kathy Cooper
- Region 3: Tina Bartleson
- Region 4: Emily Cole
- Region 5: Octavia Fugerson
- Region 6: Dr. Columbus Watkins
- Region 7: Barbara Sims
- Region 8: Belva Dorsey
- Region 9: Roger Bryant
- Region 10: Tommy Hill
- Region 11: Rodney Griffin
- Region 12: Cathy Atkins
- Region 13: Meredith Ramaley
- Region 14: Toni Oliver

Board Members At-Large:
- Judy Manning
- Lee B. Heery
- Cindy England
- Dr. Michelle Zeanah
- Emily Brantley

Division of Family & Children Services

Updated: 7.1.15
Office of Financial Services

Reimbursement Process
GENERAL GUIDELINES

• Board Members must follow State of GA and Agency Travel policies
• Pre-trip Authorization is not needed for Board Members traveling to attend Board Meetings
• Cost Comparison Report is required when requesting mileage reimbursement that exceeds $43.00 per day. [link]
• Receipts over $25.00 should be attached behind Expense Statement.
• All approvals must be obtained before reimbursement will be issued
• Completed forms and receipts should be mailed to the following address:
  – Department of Family & Children Services, C/O LaMarva Ivory, 2 Peachtree St. NW Suite 19-422, Atlanta, GA 30303
Completing the Expense Statement

1. Complete with Personal, Company and Trip Information. See example below

<table>
<thead>
<tr>
<th>Board Member Name:</th>
<th>ZOHNNA WATERS</th>
<th>Home Address:</th>
<th>3013 PALE MOON PL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee ID #:</td>
<td>009175631</td>
<td>City:</td>
<td>MCDONOUGH</td>
</tr>
<tr>
<td>Phone Number:</td>
<td>770-288-2252</td>
<td>State:</td>
<td>GEORGIA</td>
</tr>
<tr>
<td>Trip Purpose:</td>
<td>MONTHLY BOARD MEETING</td>
<td>Trip Start Date:</td>
<td>9/1/2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trip End Date:</td>
<td>9/4/2012</td>
</tr>
</tbody>
</table>

2. Complete Expenses for Travel:
   a) Mileage Reimbursement: See example below
      - Tier I (policy compliance) $0.54; Tier II (non-policy compliance) $0.19
      - Reimbursements over $43.00 per day must include Cost Comparison Report to receive Tier I

<table>
<thead>
<tr>
<th>Mileage</th>
<th>Date</th>
<th>Total Miles</th>
<th>From (Full Address)</th>
<th>To (Full Address)</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.555</td>
<td>9/1/2012</td>
<td>40.00</td>
<td>3013 PALE MOON PL, MCDONOUGH GA 30253</td>
<td>2 PEACHTREE ST, STE 2700, ATLANTA GA 30303</td>
<td>$22.20</td>
</tr>
<tr>
<td>5.555</td>
<td>9/1/2012</td>
<td>40.00</td>
<td>2 PEACHTREE ST, STE 2700, ATLANTA GA 30303</td>
<td>3013 PALE MOON PL, MCDONOUGH GA 30253</td>
<td>$22.20</td>
</tr>
</tbody>
</table>

Pick Rate
Total Miles driven for trip
Date Personal Car Driven
Street Address of departure point
Street Address of destination point
Amount is auto calculated based on Total miles and Mileage rate selected
b) Meal Reimbursement (Per Diem)  

- To receive Per Diem, the traveler must be in travel status for 12 hours or more.
- For Out of State reimbursement rates, refer to [www.gsa.gov](http://www.gsa.gov) and manually enter rate into Subtotal field.
  - You must reduce reimbursement amount to 75% of Per Diem on travel days.
- Rate Codes:
  - In State (GA), LC (Low Cost Area), HC (High Cost Area); TRV (Travel Day), NonTRV (Non-Travel Day)

<table>
<thead>
<tr>
<th>Date</th>
<th>Time Depart Origin</th>
<th>Time Arrive Destination</th>
<th>Origin - Beginning Location (City/State)</th>
<th>Destination (City/State)</th>
<th>Time Depart Destination</th>
<th>Time Arrive Origin</th>
<th>Rate Code</th>
<th>Rate</th>
<th>Hrs</th>
<th>Subtotal</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/1/2012</td>
<td>8:00 AM</td>
<td>10:00 AM</td>
<td>MCDONOUGH GA</td>
<td>ATLANTA GA</td>
<td>8:00 PM</td>
<td>8:30 PM</td>
<td>GA-LC-TRV</td>
<td></td>
<td></td>
<td>$21.00</td>
</tr>
</tbody>
</table>

- Date of Meals
- Time of Departure for Travel & Time of Arrival to Destination
- City, State of Beginning Location
- City, State of Destination
- Time of Departure from Destination & Time of Arrival at Origin
- Rate Code used to determine reimbursement
- Amount of reimbursement
Expense Statement Continued

c) Transportation Expense  See example below
   • Pick Type from List
   • Complete Company Name, Origin/Destination, Date of Expense, and Amount of Expense

<table>
<thead>
<tr>
<th>Transportation: Pick One</th>
<th>Company Name</th>
<th>(City/State)</th>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airfare</td>
<td>DELTA</td>
<td>CHARLOTTE, NC TO ATLANTA, GA</td>
<td>9/1/2012</td>
<td>$300.00</td>
</tr>
<tr>
<td>Rental Car</td>
<td>ENTERPRISE</td>
<td>NEW YORK CITY, NY</td>
<td>9/1/2012</td>
<td>$200.00</td>
</tr>
<tr>
<td>Rental Car Fuel</td>
<td>EXXON &amp; QT</td>
<td>SAVANNAH, GA</td>
<td>9/1/2012</td>
<td>$30.00</td>
</tr>
</tbody>
</table>

d) Miscellaneous Expenses
   • Pick Type from List
   • List Details or any Comments, Date of Expense, and Amount of Expense

<table>
<thead>
<tr>
<th>Misc Expenses: Pick One</th>
<th>Details/Comments</th>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>31 Parking</td>
<td>Laz Parking at 2 Peachtree</td>
<td>9/1/2012</td>
<td>$12.00</td>
</tr>
<tr>
<td>32 Tolls</td>
<td>Tolls on Interstate 400</td>
<td>9/1/2012</td>
<td>$1.00</td>
</tr>
<tr>
<td>33 Pick One</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Division of Family and Children Services Advisory Board

Created by O.C.G.A. Section 49-2-19

Vivian Egan
DFCS General Counsel
Vivian.Egan@dhs.ga.gov
Composition of Board

- 20 Members appointed by the Governor, including:
  - One Representative of each of the 15 DFCS Regions, and
  - Five Members who are either Legislators or Representatives from the Fields of Child Welfare, former Foster Children, Public Health or Behavioral Health and Developmental Disabilities, Private Child Welfare Provider, or Juvenile Justice
Responsibilities of DFCS Advisory Board

• Review and make recommendations to the Division Director regarding issues relating to the protection of children and the welfare and public assistance functions of the division, including:

  1. Examine current law, rules, regulations, and policy and make recommendations to improve the ability of the division to increase the safety of children, respond to maltreatment and ensure the well-being of and timely permanency for children referred to or involved in the child welfare system;
2. Propose legislative or administrative changes to policies and programs integral to the protection of children and welfare and public assistance functions of the division;

3. Examine caseload assignments and ratios of child protective service workers and recommend reasonable expectations of such workers and supervision and support needed to perform their jobs; and

4. Recommend improved collaboration among state, local, community, and public and private stakeholders in child welfare programs and services administered by the division.
• Elect a chairperson and other officers, as appropriate, from its membership and establish committees, as appropriate

• Meet at least quarterly as determined necessary to perform duties, on call of the chairperson, the Division Director, or the Governor

• The Division Director shall participate in meetings and provide a quarterly report to the Board in advance of the quarterly meetings
Questions?
Overview

Bobby D. Cagle, Director
Division Director
Bobby D. Cagle

- Over 27 years working with youth and families
- Appointed by Governor Deal in June 2014 as Director of Family and Children Services
- Served as the Commissioner of Bright from the Start: Georgia Department of Early Care and Learning
- Served as Director of Legislative and External Affairs for DFCS, and, as the Division’s Family Services Director
- Served as Deputy Director of Youth and Family Services for the Mecklenburg County Department of Social Services in Charlotte, N.C., the Director of the Graham County Department of Social Services in Robbinsville, N.C., and Judicial District Manager for the North Carolina Department of Corrections
## Demographics

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Offices</strong></td>
<td>188</td>
</tr>
<tr>
<td><strong>Total Staff</strong></td>
<td>7006 (6482-County; 524-State Office)</td>
</tr>
</tbody>
</table>
| **Total Caseload**       | OFI - 1.7 million cases  
                           | CW - 28,951 cases      |
| **Total Budget**         | $1,149,195,882 (FY16) |
| **% State Funds**        | 32.2%      |
| **% Federal Funds**      | 67.6%      |
| **% Other Funds**        | .2%        |

## Legislative Authority

| State Authority / Reference | O.C.G.A. Title 49, Chapters 1, 2, 3, 4 and 5. |
PRACTICE MODEL
- Adoption of a practice model that will serve as the foundation to keep kids safe and strengthen families.
- Inclusion of guiding principles, vision and mission statements.

ROBUST WORKFORCE DEVELOPMENT
- Increased staffing and expertise – Child Welfare and Family Independence.
- Research-based caseload ratios.
- Mentoring for supervisors.
- Improved compensation – based on proven competency.
- Development of a career path.

CONSTITUENT ENGAGEMENT
- Creation of advisory boards at state and local levels.
- Organized “roadshows” to engage the public, local stakeholders and media.
- Build consensus and collaboration among partners, staff and stakeholders.

Georgia Division of Family & Children Services
Practice Model

• Adoption of a practice model that will serve as the foundation to keep kids safe and strengthen families

• Inclusion of guiding principles, vision and mission statement
Robust Workforce Development

- Increased staffing and expertise – Child Welfare and Family Independence
- Research-based caseload ratios
- Mentoring for supervisors
- Improved compensation – based on proven competency
- Development of a career path
Constituent Engagement

• Creation of advisory boards at state, regional and local levels
• Organized “roadshows” to engage the public, local stakeholders and media
• Build consensus and collaboration among partners, staff, and stakeholders
Child Welfare and Family Independence

From a services perspective, DFCS is divided into two sections:

- **Child Welfare** Services encompasses Child Protective Services (CPS), Foster Care and Adoptions
- **Family Independence** oversees Temporary Assistance for Needy Families Program (TANF), Supplemental Nutrition Assistance Program (SNAP), Medicaid, Child Care, and other self-sufficiency and family support activities
Strategic Plan Overview
Our Vision & Mission


**Mission**: We prioritize the safety of Georgia’s children in the decisions we make and the actions we take. We strengthen families toward independence and build stronger communities with caring, effective, and responsive service.
Guiding Principles

As the Division of Family and Children Services we…

1. **Demonstrate** our commitment to the safety of our children in the decisions we make and the actions we take.
2. **Empower**, strengthen and support families on their path toward independence.
3. **Serve** with compassion.
4. **Provide** caring, responsive and effective service.
5. **Engage**, listen and respond to our participants, communities and each other.
6. **Collaborate** with our communities to create systems of support.
7. **Develop** a competent, professional and efficient workforce that never stops learning and growing.
Division Goals

**Safety**
- Families and individuals are free from abuse and neglect.

**Self-sufficiency**
- Families and individuals have sustainable financial independence, voice and choice in services, and are self-directed.

**Permanency**
- Families and individuals are healthy and stable.
Division Goals

Well-being
• Families and Individuals have enhanced capacity to meet their physical, cognitive and educational needs.

Workforce
• The Division’s workforce is competent, professional and efficient.

Stakeholders
• The Division and its stakeholders are fully engaged and responsive.
DFCS Strategic Plan Next Steps

• Board members will receive the full draft copy of the strategic plan by May 20, 2016
• Feedback on the plan will be solicited through targeted questions via Survey Monkey
• The final version of the report – including all incorporated feedback – will be sent to the Governor’s Office of Planning and Budget in early June
Division of Family and Children Services

Overview

Office of Family Independence
Office of Family Independence

Jon Anderson, Deputy Division Director

- Effective February 1, 2015
- 24 years experience in Georgia eligibility programs
- Led Request for Proposals to replace SUCCESS (DFCS Eligibility System)
- Serves on management team to Georgia Gateway
Family Independence Eligibility Programs

- Supplemental Nutrition Assistance Program (SNAP) / Food Stamps
- Medicaid
- Temporary Assistance to Needy Families (TANF)
- Subsidized Child Care
- Community Services Block Grant (CSBG)
- Energy Assistance (LIHEAP)
OFI Barriers to Overcome

• SNAP
  – Timeliness: Melanie K Settlement & FNS Warning
  – Quality: Error Penalty ($1.3M)
  – Systems: Multiple Issuance ($5.1M)

• Medicaid Timeliness

• Funding Issues

• Staffing and Practice Model
Caseloads vs. Staffing

Combined Caseloads vs. Staff Levels 2007-2016

Data as of March 2016
Work Sharing Results

SNAP Error Rate by FFY

- FFY 2013: 5.11%
- FFY 2014: 6.49%
- FFY 2015 (not finalized): 4.7%

SNAP Timeliness Rate by FFY

- FFY 2013: 86.24%
- FFY 2014: 67.31%
- FFY 2015 (not finalized): 78.93%
Georgia’s New OFI Practice Model

One Caseworker, One Family
# Practice Model

<table>
<thead>
<tr>
<th>Georgia One (2014)</th>
<th>One Caseworker, One Family (Fully Implemented August 2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual Service</td>
<td>Local Service</td>
</tr>
<tr>
<td>Virtual Supervision</td>
<td>Geographic Supervision</td>
</tr>
<tr>
<td>Task-Based Work Assignments</td>
<td>Accountable for entire case</td>
</tr>
<tr>
<td>Call Center focused</td>
<td>County based service. Call Center refocused.</td>
</tr>
<tr>
<td>Statewide work sharing</td>
<td>Individual SUCCESS caseloads</td>
</tr>
<tr>
<td>No one person responsible for case</td>
<td>Each Customer will have a local Case Manager</td>
</tr>
</tbody>
</table>
OFI - Applications by FFY

*SFY2016 represents 7/1/2015 - 3/31/2016

Division of Family & Children Services
OFI – Renewals by FFY
Food Stamps and Medicaid

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FOOD STAMPS</td>
<td>683,301</td>
<td>731,049</td>
<td>803,490</td>
<td>510,265</td>
</tr>
<tr>
<td>ADULT MEDICAID</td>
<td>61,403</td>
<td>71,552</td>
<td>124,792</td>
<td>111,036</td>
</tr>
<tr>
<td>FAMILY MEDICAID</td>
<td>339,886</td>
<td>316,567</td>
<td>263,855</td>
<td>219,955</td>
</tr>
</tbody>
</table>

Division of Family & Children Services
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHILD CARE</strong></td>
<td>3,373</td>
<td>20,615</td>
<td>29,047</td>
<td>22,409</td>
</tr>
<tr>
<td><strong>TANF</strong></td>
<td>2,343</td>
<td>4,147</td>
<td>5,853</td>
<td>2,343</td>
</tr>
</tbody>
</table>
OFL Enhancements & SOP

- One Case Manager, One Family Deployed August 2015
- SSN/DOB IVR Verification Deployed September 2015
- OFI Hiring 114 Deployed October 2015
- Go Green Deployed December 2015
- OFI Hiring 180 Deployed February 2016

Project Timeline

- Robo Calls Deployed August 2015
- Telephonic Applications Deployed October 2015
- DIS Email Notification Deployed November 2015
- RTE Deployed January 2016
- GO Green Deployed December 2015
- RTE Deployed January 2016

Division of Family & Children Services
Low Income heating and Energy Assistance (LIHEAP)

- Four Primary Services: Regular Energy Assistance, Crisis Intervention Assistance, Cooling Assistance and Weatherization.
- 19 Community Partners serve all 159 counties.
- Total of 142,997 households served in FY2015. FY15 Federal Allotment - $55,068,401

Community Services Block Grant (CSBG)

- Funding supports a wide range of services to help reduce the causes and conditions of poverty
- 24 Community Partners serve all 159 counties
- Total of $18,042,117 in Federal funding received for FY15
OFI Accomplishments

- 20% increase in SNAP Timeliness:
  - March 2015: 77%
  - March 2016: 97%
- Melanie K Lawsuit Settled
- Funding for 180 new staff effective July 2016
- One Caseworker, One Family Practice Model implemented
- Georgia Gateway on its way
Questions?
Division of Family and Children Services

Overview

Office of Child Welfare
Child Welfare

Virginia (Ginger) Pryor, Deputy Division Director

- Effective January 1, 2015
- Over 20 years of experience in child welfare and social policy
- Led the system reform effort for Casey Family Programs in multiple child welfare jurisdictions
- Responsible for leading the child welfare reform effort, “The Blueprint for Change”
Child Welfare Sections

• Field Operations – Jeff Lukich
  – The “boots on the ground” section responsible for the implementation and day to
day operations of the Child Protective Services, Foster Care, and Adoptions
  programs

• Kenny A. – Mable Gibson
  – The Section provides guidance, technical support and works in direct partnership
  with Fulton and DeKalb Counties and other State Office Sections to achieve
  Kenny A. Consent Decree mandates.

• Knowledge Management – Lee Biggar
  – The Knowledge Management Section (KMS) section is comprised of five units:
  *Data, Quality Assurance, SHINES, Education and Training, and Policy.*
  – Promotes cross-functionality, maintenance of effort, resource sharing, authentic
  engagement (internal and external to KMS) and seamless provision of support
  and services Division-wide.

• Practice and Program Guidance – Colleen Mousinho
  – Comprised of four managerial units that span the child welfare continuum:
  *Prevention, Safety Management, Foster Care Services and Well-Being*. Each
  unit is responsible for ensuring that the voices of stakeholders (internal and
  external) are included in the planning and execution of the work through a variety
  of collaborative efforts.
## 2014 vs. 2016: Then and Now

<table>
<thead>
<tr>
<th>Category</th>
<th>June 16, 2014</th>
<th>April 29, 2016</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stability of Leadership</td>
<td>Unstable</td>
<td>More Stable</td>
<td>Stable</td>
</tr>
<tr>
<td>Number of Social Workers</td>
<td>1,650</td>
<td>2,000</td>
<td>2,750</td>
</tr>
<tr>
<td>Turnover Rate</td>
<td>36%</td>
<td>31%</td>
<td>15%</td>
</tr>
<tr>
<td>Timely Initiation of Assessment/Investigation</td>
<td>76%</td>
<td>94%</td>
<td>95%</td>
</tr>
<tr>
<td>Overdue Investigations</td>
<td>4,000</td>
<td>407 (6%)</td>
<td>5%</td>
</tr>
<tr>
<td>Organizational Structure</td>
<td>Not Aligned</td>
<td>More Aligned</td>
<td>Aligned</td>
</tr>
<tr>
<td>Staff Morale/Engagement</td>
<td>Low</td>
<td>Moderate</td>
<td>High</td>
</tr>
</tbody>
</table>
CPS Investigations (Under and Over 45 Days)
April 2014 - April 2016

- Over 45 Days
- Under 45 Days
- Percent

Investigations Open on First Day of Month

Year - Month

Division of Family & Children Services
CPS Investigations Under and Over 45 Days -- Point in Time
April 2014 - April 2016

Investigations Open on First Day of Month

Year - Month

2014-April
2014-June
2015-April
2015-June
2016-April

Over 45 Days
Under 45 Days
Percent

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Overdue CPS Investigations

Number of Open Investigations Over 45 Days

- April 1, 2014: 3495
- April 1, 2015: 653
- April 1, 2016: 352
Children and Youth in Foster Care

Number of Children/Youth

<table>
<thead>
<tr>
<th>April 1, 2014</th>
<th>April 1, 2015</th>
<th>April 1, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,187</td>
<td>9,993</td>
<td>11,996</td>
</tr>
</tbody>
</table>

- Under 18
- Over 18

Division of Family & Children Services
Counts of DFCS Cases as of April 29, 2016

These cases represent 50,000+ children being served.

- Investigation: 7348
- Family Support: 4770
- Family Preservation: 4396
- Foster Care: 543 (18 - 20) and 12305 (Under 18)

Division of Family & Children Services
Investigations: Time Open
As of April 29, 2016

- Less than 45 Days: 6,696 (92.6%)
- Overdue: 434 (6.0%)
- At 45 Days: 101 (1.4%)
- Today: 0 (0.0%)

Division of Family & Children Services
The Number of CPS Intakes by Month for 2014-2016

Division of Family & Children Services
BLUEPRINT for Change

PRACTICE MODEL

- Adoption of a practice model that will serve as the foundation to keep kids safe and strengthen families
- Inclusion of guiding principles, vision and mission statement

ROBUST WORKFORCE DEVELOPMENT

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CONSTITUENT ENGAGEMENT

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- Organized “roadshows” to engage the public, local stakeholders and media
- Build consensus and collaboration among partners, staff and stakeholders

Georgia Division of Family & Children Services

Division of Family & Children Services
What is Solution-Based Casework?

Solution-Based Casework (SBC) is an evidence-informed practice model for Casework Management in Child Welfare and Juvenile Justice. The model provides a conceptual map for a family-centered practice from assessment through case closure. Grounded in a framework of safety, and wedded to full family engagement, the SBC practice model is best thought of as the architecture that holds our practice to a consistent focus on our safety outcomes.
The Heart of Solution Based Casework

1. We Prioritize the Family Partnership

2. We Focus on Pragmatic Solutions to Everyday Life Problems

3. We Help Families Document and Celebrate Success
Georgia’s Practice Model

Project Management & Infrastructure
- Utilizing full-time Project Managers & Business Analysts
- Built Practice Model Coach Team (2 Leads, 15 Coaches)
- Created Practice Champions throughout the State
- Developed Organizational Readiness Teams in North, South and Metro Districts

Implementation Science
- Leadership
- Competency (Selection, Training and Coaching)
- Organization (Data, Systems Intervention and Barrier Busting)

8 Design Workgroups
- Policy
- Organizational Readiness
- Quality Assurance & Fidelity
- GA SHINES (System)
- Training and Professional Development
- Selection and Performance Assessment
- Constituent Engagement
- External Advisory Board

Division of Family & Children Services
Georgia’s Practice Model - Implementation

- Rollout Slated for July 2016 – Metro Regions 13 & 14
- Entire State to be Trained by April 2018
- On-site Technical Assistance Provided by SBC Founder Dr. Dana Christensen
- Newsletter and Microsite Dedicated to Practice Model
Georgia’s Practice Model - Implementation

- Policy Updates Conducted with Stakeholder Groups
- Constituent Engagement Training Underway
- GA SHINES (System Enhancements to 5 Work Streams)
- SBC Certification Manual & Fidelity Review
The Way Forward: Challenges and Opportunities

- Workforce Retention
  - Capstone Project
- Employee engagement
  - Branding Initiative
- Foster Care Entries vs. Exits
  - Statewide Safe Reduction Project
Foster Care Monthly Opened vs. Closed Averages

<table>
<thead>
<tr>
<th>Year</th>
<th>Avg Opened</th>
<th>Avg Closed</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>530</td>
<td>512</td>
</tr>
<tr>
<td>2014</td>
<td>659</td>
<td>530</td>
</tr>
<tr>
<td>2015</td>
<td>742</td>
<td>554</td>
</tr>
<tr>
<td>2016</td>
<td>738</td>
<td>472</td>
</tr>
</tbody>
</table>

*2016 Includes January – April
The Georgia Journey

It’s not what you look at that matters, it’s what you see.

~Henry David Thoreau
Questions?
Division of Family and Children Services

Overview

Office of Project Management
System Reform

Carol Christopher, Deputy Division Director

• Effective January 2015
• 27 years experience with the Division working in both Child Welfare and the Office of Family Independence
• Coordinates multiple system reform efforts throughout the agency
Project Management for System Reform

Our efforts are aimed at providing Project Management Services for both Child Welfare and OFI to reduce redundancy, maximize resources, and ensure effectiveness of DFCS initiatives, both internally for staff and externally for families.
How Do We Accomplish This?

- Create Project Management Office (PMO)
- Hire competent Project Managers
- Identify key/impactful projects, prioritize projects, & implement projects
- Implement Project Life Cycle that includes initiating, planning, executing, monitor/controlling and closing to ensure project effectiveness
Key Projects

• OFI
  • Robo calls
  • Document Imaging System
  • Georgia Gateway
  • Return to Excellence; OFI hiring

• Child Welfare
  • Child and Family Services Review (CFSR)
  • Safe Harbor (Panic Button)
  • Child Abuse Registry
  • Agency rebranding effort
Define Key Components
Thu 1/1/15 - Thu 11/5/15

Staff Communications - Intranet
Fri 1/1/16 - Fri 6/24/16

Establish Workgroups
Mon 6/1/15 - Fri 12/18/15

SBC Overview (Staff Training)
Mon 6/1/15 - Fri 12/18/15

Policy
Mon 8/10/15 - Fri 4/29/16

Communications (Constituent Engagement) Plan
Mon 9/7/15 - Fri 6/3/16

Fidelity Review & PIP Preparation
Mon 12/14/15 - Fri 6/3/16

SHINES / Other TECH
Mon 12/14/15 - Fri 7/29/16

Training Rollout Begins (Dependent on Completion of SHINES)
Mon 7/25/16 - Fri 4/6/18

Teams Established
Fri 8/7/15

Gain Approval of Key Components
Thu 11/5/15

Workgroup Plans Complete
Fri 9/11/15

Leadership Approval of Fidelity Review
Fri 6/3/16

SHINES Deployment
Fri 7/29/16

Initial Training Complete - R14
Fri 10/7/16

Project Closeout
Fri 4/6/18

Division of Family & Children Services
## Practice Model Project Task List

<table>
<thead>
<tr>
<th>Task</th>
<th>WBS</th>
<th>Task Name</th>
<th>%</th>
<th>Duration</th>
<th>Start</th>
<th>Finish</th>
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<tbody>
<tr>
<td>0</td>
<td></td>
<td>Practice Model - Rev6 - High to Low</td>
<td>31%</td>
<td>853 days?</td>
<td>Thu 1/1/15</td>
<td>Fri 4/6/18</td>
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<tr>
<td>1</td>
<td>1</td>
<td>Define Key Components</td>
<td>100%</td>
<td>222 days</td>
<td>Thu 1/1/15</td>
<td>Thu 11/5/15</td>
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<td>2</td>
<td>1.1</td>
<td>Review Models from Other States</td>
<td>100%</td>
<td>127 days</td>
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<tr>
<td>3</td>
<td>1.2</td>
<td>Distribute Internal Survey</td>
<td>100%</td>
<td>22 days</td>
<td>Fri 5/1/15</td>
<td>Mon 6/1/15</td>
</tr>
<tr>
<td>4</td>
<td>1.3</td>
<td>Finalize Survey Results</td>
<td>100%</td>
<td>23 days</td>
<td>Tue 6/2/15</td>
<td>Thu 7/2/15</td>
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<td>5</td>
<td>1.4</td>
<td>Articulate Key Components to Leadership</td>
<td>100%</td>
<td>23.9 days</td>
<td>Fri 7/3/15</td>
<td>Fri 9/4/15</td>
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<td>6</td>
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<td>Gain Approval of Key Components</td>
<td>100%</td>
<td>44 days</td>
<td>Fri 9/4/15</td>
<td>Thu 11/5/15</td>
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<td>7</td>
<td>2</td>
<td>Establish Workgroups</td>
<td>100%</td>
<td>116 days</td>
<td>Mon 6/1/15</td>
<td>Fri 11/6/15</td>
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<tr>
<td>8</td>
<td>2.1</td>
<td>Determine Project Team Types (Design, QA, etc.)</td>
<td>100%</td>
<td>20 days</td>
<td>Mon 6/1/15</td>
<td>Fri 6/26/15</td>
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<td>9</td>
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<td>ID Team Members</td>
<td>100%</td>
<td>25 days</td>
<td>Mon 6/29/15</td>
<td>Fri 7/31/15</td>
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<td>10</td>
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<td>Inform Team Leads &amp; Schedule Update</td>
<td>100%</td>
<td>5 days</td>
<td>Fri 8/7/15</td>
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<tr>
<td>11</td>
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<td>Teams Established</td>
<td>100%</td>
<td>0 days</td>
<td>Fri 8/7/15</td>
<td>Fri 8/7/15</td>
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<td>12</td>
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<td>Workgroup Planning (Work-stream Creation)</td>
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<td>22.5 days</td>
<td>Mon 8/10/15</td>
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<td>13</td>
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<td>Workgroup Plans Complete</td>
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<td>Fri 9/11/15</td>
<td>Fri 9/11/15</td>
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<td>Create External Advisory Board</td>
<td>100%</td>
<td>40 days</td>
<td>Mon 9/14/15</td>
<td>Fri 11/6/15</td>
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<td>External Advisory Board Created</td>
<td>100%</td>
<td>0 days</td>
<td>Fri 11/6/15</td>
<td>Fri 11/6/15</td>
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<tr>
<td>16</td>
<td>3</td>
<td>SBC Overview (Staff Training)</td>
<td>100%</td>
<td>146 days</td>
<td>Mon 6/1/15</td>
<td>Fri 12/18/15</td>
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<tr>
<td>17</td>
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<td>SBC Overview w/ Training Department</td>
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<td>10 days</td>
<td>Mon 6/1/15</td>
<td>Fri 6/12/15</td>
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<td>18</td>
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<td>Facilitate 5 SBC Planning Sessions</td>
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<td>Mon 7/13/15</td>
<td>Fri 12/18/15</td>
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<td>19</td>
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<td>Leadership</td>
<td>100%</td>
<td>2 days</td>
<td>Mon 7/13/15</td>
<td>Tue 7/14/15</td>
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<td>Leadership Overview</td>
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<td>Wed 8/12/15</td>
<td>Thu 8/13/15</td>
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<td>Coaches Institute</td>
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<td>Wed 8/19/15</td>
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<td>Managers of Supervisors</td>
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<td>Fri 9/25/15</td>
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<td>23</td>
<td>3.2.5</td>
<td>Ongoing Training</td>
<td>100%</td>
<td>60 days</td>
<td>Mon 9/28/15</td>
<td>Fri 12/18/15</td>
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</table>

Division of Family & Children Services
Save the Date!

Training and next Board Meeting

Wednesday, July 27, 2016 | 9:00 a.m.- 4:00 p.m.
Preview of the next meeting:

- 9:00 a.m.-12 p.m.: Comprehensive training from Carl Vinson Institute

- 1:00-4:00 p.m.: Board meeting to conduct administrative tasks; elect officers, establish committees and by-laws, set meeting schedule
Closing Remarks and Adjournment