

Kenny A. v. Perdue
December 18, 2014 Revised Curative Action Plan on CPS Caseloads
Pursuant to Section 17.D.6 of the Consent Decree

I. Timely Initiation and Completion of Investigations

Region 14, which includes Fulton and DeKalb Counties, will use a second level review system to assess the quality of the CPS screening and investigation process at every stage progression in the life of the case. Region 14 will continue to utilize this process as well as an internal Quality Assurance Unit to conduct quarterly reviews on a random sample of cases initiated and dispositioned during the quarter.

II. Hiring, Training, and Certification of New Investigators – Process

The Georgia Division of Family and Children Services (DFCS) will conduct bi-monthly hiring panels to interview for open positions in Region 14, including case manager positions. The panels will consist of representatives from DeKalb and Fulton Counties and from Human Resources. For case manager interviews, the level of staff participating in the interviews from Region 14 and other regions will be pay grade 15 or higher (Social Services Supervisors, Social Services Administrators, and Program Directors).

DFCS will streamline the hiring process for investigators, by reducing the timeframe from hiring to starting training. Hiring fairs were held in November and December 2014 for case managers, supervisors, and administrators in all social services program areas. Another hiring fair for case managers is scheduled on January 5, 2015, and additional hiring fairs will be held in 2015 as frequently as needed until the open case manager positions are filled.

Bi-monthly meetings will continue with the Office of Human Resource Management and Development (OHRMD) to discuss the quality of the applicant pool, feedback regarding applicants from the interview panels, any gaps in the hiring process, issues with newly hired staff, current needs, and retention plan monitoring.

III. Caseload Reduction Plan

DFCS will implement a caseload reduction tool that will enable DFCS to monitor Fulton's and DeKalb's investigator caseloads in real time and indicate when caseloads are approaching capacity. A daily report will be provided to DFCS leadership indicating:

1. The total number of cases assigned to each CPS case manager who is over the caseload cap stated in Section 8.A.2.a of the Consent Decree;
2. The total number of cases assigned to CPS case managers who are over the cap;
3. The total number of CPS case managers whose caseloads are over the cap;
4. The total number of cases submitted each day for closure by CPS case managers whose caseloads are over the cap; and
5. The total number of cases closed by CPS case managers whose caseloads are over the cap.

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In addition, this information will be used to establish staffing goals for Fulton and DeKalb for the investigation, family support, family preservation, foster care, and adoption programs. DFCS will work with OHRMD and its data team to establish, monitor, and re-evaluate monthly hiring and certification goals for all programs to ensure that staffing goals are maintained. DFCS will establish a quarterly monitoring process to re-evaluate these goals and projections.

DFCS also will facilitate consultation between Region 14 and other regions that DFCS has identified that have established successful practices and processes for conducting quality investigations in a timely manner, even in the face of seasonal spikes in maltreatment reports and staffing issues, with the goal of replicating those practices and processes in Region 14.

IV. Recruitment and Retention

In consultation with Professor Alberta Ellett from the University of Georgia and the Accountability Agents, DFCS will have a revised recruitment and retention plan for Region 14 finalized by January 30, 2015, and implemented by March 15, 2015.

V. Reporting to Plaintiffs' Counsel and Accountability Agents

DFCS is currently providing Plaintiffs' Counsel with weekly reporting of the five items listed in Section III above, and DFCS will continue to provide these weekly reports to Plaintiffs' Counsel (with a copy to the Accountability Agents) until termination of this Curative Action Plan as set forth in Section VI below. Thereafter, for an additional twelve months after termination of this Curative Action Plan, DFCS will provide Plaintiffs' Counsel and the Accountability Agents with monthly reporting of the five items listed in Section III above.

VI. Outcomes

By February 28, 2015, no CPS case manager in Fulton or DeKalb will have a caseload at or above 150% of the caseload cap delineated in Section 8.A.2.a of the Consent Decree. By April 30, 2015, no more than 10% of CPS case managers in Fulton or DeKalb will have a caseload above the caseload cap delineated in Section 8.A.2.a of the Consent Decree. By June 30, 2015, no CPS case manager in Fulton or DeKalb will have a caseload above the caseload cap delineated in Section 8.A.2.a of the Consent Decree.

This Curative Action Plan shall terminate after twelve consecutive months of compliance with Section 8.A.2.a of the Consent Decree.

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VII. Additional Data Items

DFCS will provide Plaintiffs' Counsel and the Accountability Agents with monthly reporting of the following items beginning on January 31, 2015 (December data) and continuing until no CPS case manager in Fulton or DeKalb has a caseload above the caseload cap delineated in Section 8.A.2.a of the Consent Decree. Thereafter, and until termination of this Curative Action Plan as set forth in Section VI above, DFCS will provide quarterly reports of the items below.

1. Number and percent of investigations initiated after 24 hours;
2. For the investigations initiated after 24 hours, the range of time longer than 24 hours;
3. Number and percent of investigations completed after 46 days;
4. For the investigations completed after 46 days, the range of time longer than 46 days;
5. Number and percent of investigations currently overdue more than 45 days;
6. Number and percent of reports that were screened out;
7. Number and percent of reports that were referred for Family Support Services;
8. Number and percent of Family Support Services cases without a worker visit within the initial 5 day visitation window;
9. For Family Support Services cases without a worker visit within 5 days, the range of time until a visit occurred;
10. Number and percent of Family Support Services cases not closed within 60 days;
11. For Family Support Services cases not closed within 60 days, the range of time until they are closed;
12. Number and percent of reports that were assigned to investigate;
13. Number and percent of investigations that were substantiated;
14. Number and percent of substantiated cases that were opened for Family Preservation; and
15. Number and percent of substantiated cases that entered foster care.

Finally, until termination of this Curative Action Plan, DFCS will provide Plaintiffs' Counsel with reporting of the items in Section 20.G.2 of the Consent Decree at the same time that DFCS provides that data to the Accountability Agents, which occurs within three months after the six-month reporting period ends.

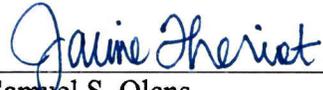
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