



# *Georgia Division of Family & Children Services*

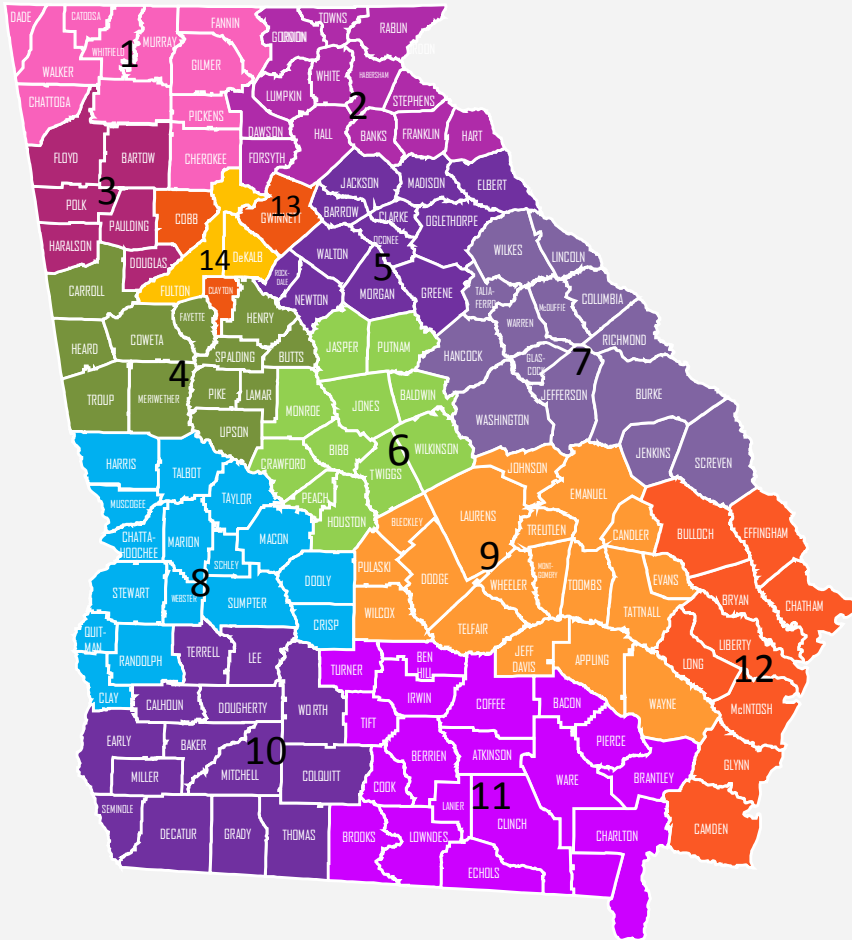
Bobby D. Cagle, Director

# 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



# 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.  
<http://ssl.doas.state.ga.us/vehcostcomp/>
- 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

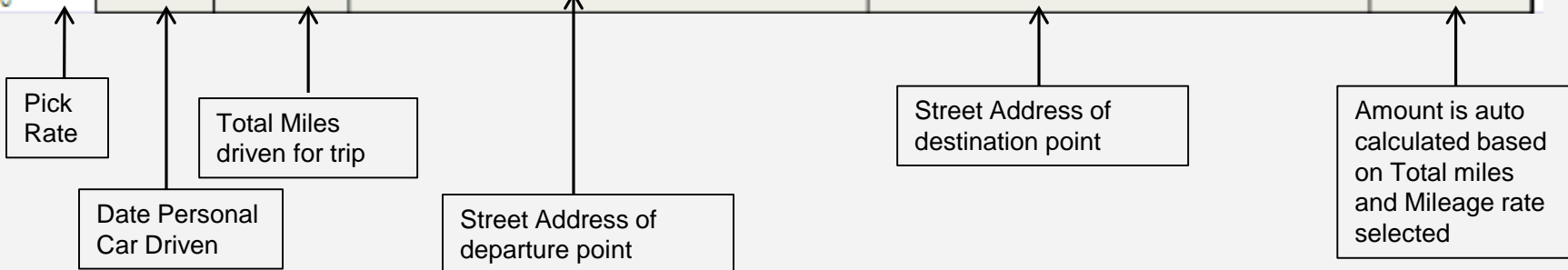
4	Board Member Name:	ZOHNNNA WATERS	Home Address:	3013 PALE MOON PL	
5	Employee ID #:	009175631	City:	MCDONOUGH	
6	Phone Number:	770-288-2252	State:	GEORGIA	
7	Trip Purpose:	MONTHLY BOARD MEETING	Trip Start Date:	9/1/2012	Trip End Date: 9/4/2012

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

9	Mileage:	Date	Total Miles	From (Full Address)	To (Full Address)	Amount
10	0.555	9/1/2012	40.00	3013 PALE MOON PL, MCDONOUGH GA 30253	2 PEACHTREE ST, STE 2700, ATLANTA GA 30303	\$ 22.20
11	0.555	9/1/2012	40.00	2 PEACHTREE ST, STE 2700, ATLANTA GA 30303	3013 PALE MOON PL, MCDONOUGH GA 30253	\$ 22.20
12	0					

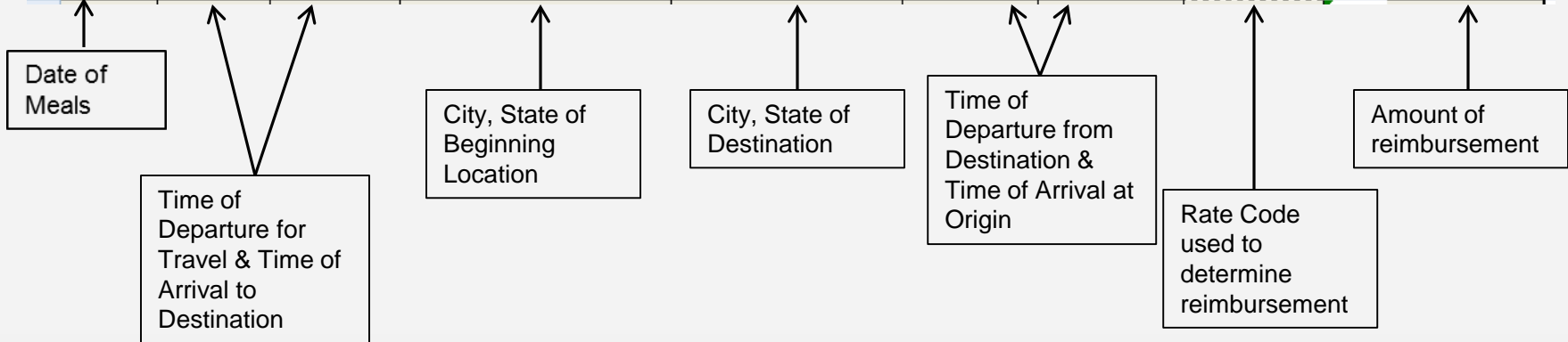


# Expense Statement Continued

## b) Meal Reimbursement (Per Diem) See example below

- 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)

15	<b>Meals:</b>			Low Cost Area= \$28/\$21	High Cost Area= \$36/\$27 (Chatham, Cobb, Dekalb, Fulton, Glynn, Richmond Counties)				
16	Date	Time Depart	Time Arrive	Origin - Beginning Location	Destination	Time Depart	Time Arrive	Rate	Hrs
17		Origin	Destination	(City/State)	(City/State)	Destination	Origin		Subtotal
18	9/1/2012	8:00 AM	10:00 AM	MCDONOUGH GA	ATLANTA GA	6:00 PM	8:30 PM	GA-LC_TRV	12:30 \$21.00
19								Pick One	0:00 \$0.00



# 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

23	Transportation: Pick One	Company Name	(City/State)	Date		
24	Airfare	DELTA	CHARLOTTE, NC TO ATLANTA, GA	9/1/2012	\$	300.00
25	Rental Car	ENTERPRISE	NEW YORK CITY, NY	9/1/2012	\$	200.00
26	Rental Car Fuel	EXXON & QT	SAVANNAH, GA	9/1/2012	\$	30.00
27	Pick One					

## d) Miscellaneous Expenses

- Pick Type from List
- List Details or any Comments, Date of Expense, and Amount of Expense

30	Misc Expenses: Pick One	Details/Comments	Date		
31	Parking	Laz Parking at 2 Peachtree	9/1/2012	\$	12.00
32	Tolls	Tolls on Interstate 400	9/1/2012	\$	1.00
33	Pick One				





# **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



*Division of Family & Children Services*

# 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?



*Division of Family & Children Services*

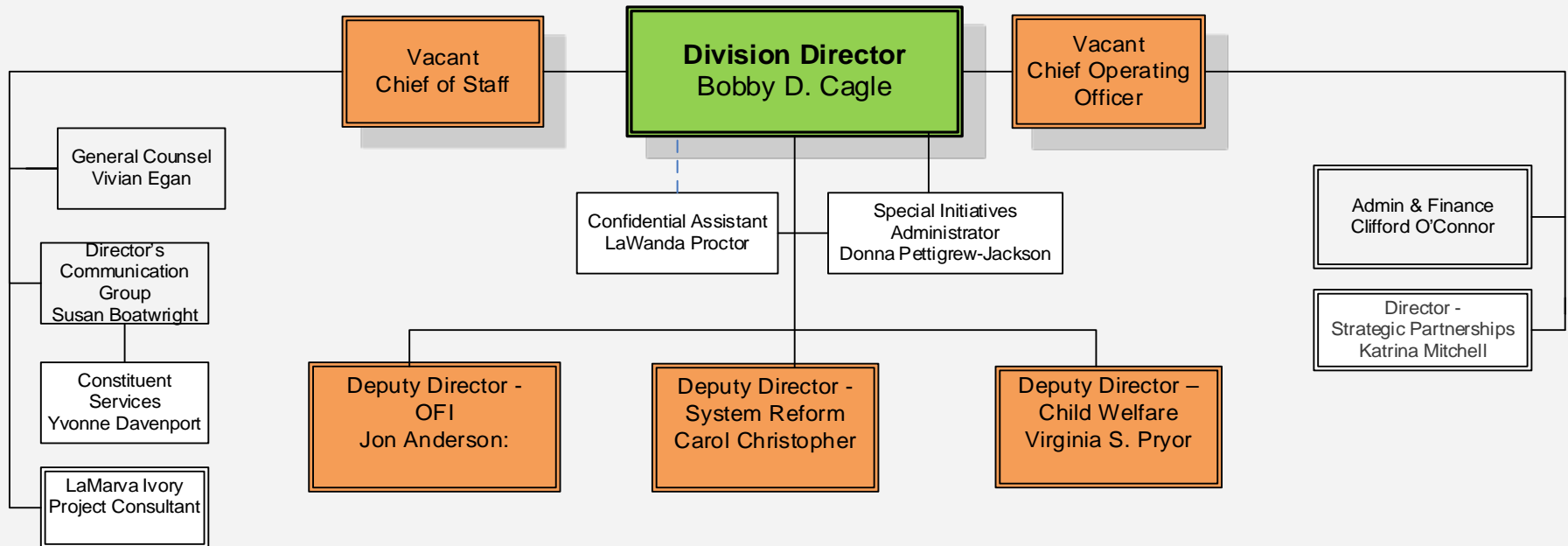


# *Overview*

**Bobby D. Cagle, Director**



# Georgia Division of Family and Children Services Administration





# 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



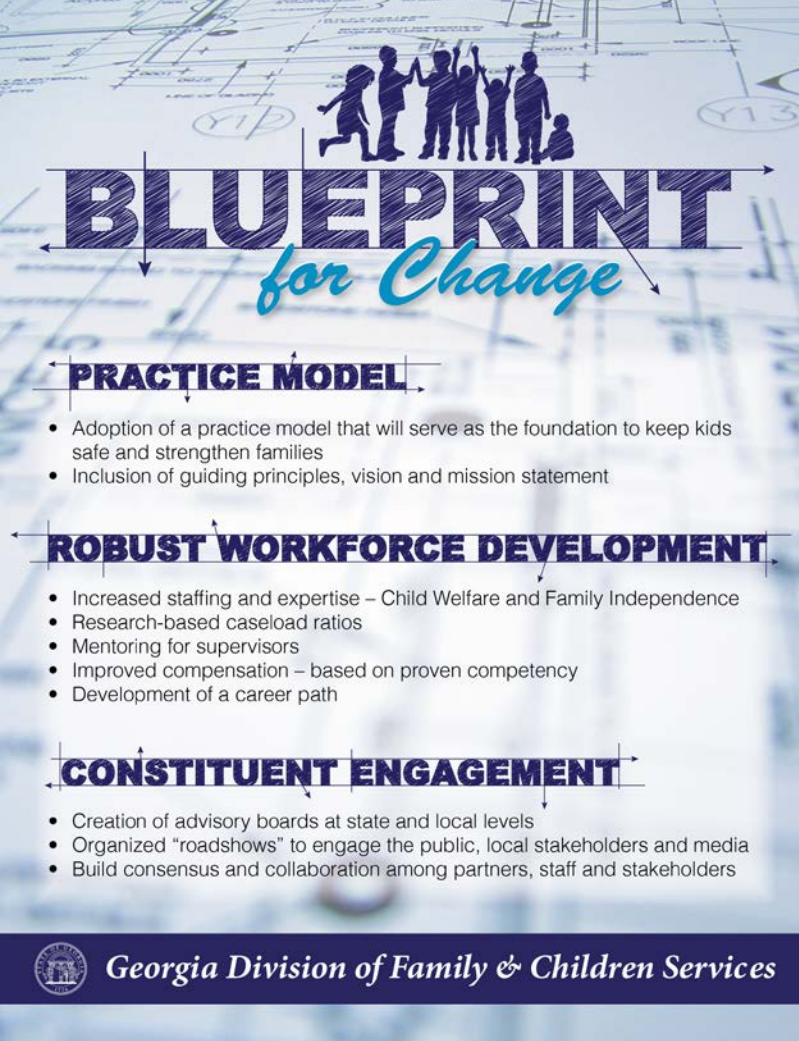
## Demographics

<b>Total Offices</b>	188
<b>Total Staff</b>	7006 (6482-County; 524-State Office)
<b>Total Caseload</b>	OFI -1.7 million cases CW - 28,951 cases
<b>Total Budget</b>	\$1,149,195,882 (FY16)
<b>% State Funds</b>	32.2%
<b>% Federal Funds</b>	67.6%
<b>% Other Funds</b>	.2%

## Legislative Authority

<b>State Authority / Reference</b>	O.C.G.A. Title 49, Chapters 1, 2, 3, 4 and 5.
<b>Federal Authority / Reference</b>	Parts A, B and E of Title IV of the Social Security Act of 1935, as amended, 42 U.S.C. §§ 601 et seq., 620 et seq., and 670 et seq.; 7 U.S.C. § 2013 et. seq.; Title XIX of the Social Security Act of 1935, as amended, 42 U.S.C. § 1396 et seq. (Medicaid eligibility); and 42 U.S.C. § 9858 et seq. (Child Care Block Grant eligibility).



The graphic features a background of architectural blueprints with silhouettes of a family (two adults and three children) standing on a horizontal line. Below this, the word "BLUEPRINT" is written in large, bold, blue, hand-drawn letters, with "for Change" in a smaller, blue, cursive font underneath. Three main sections are highlighted with horizontal lines and arrows: "PRACTICE MODEL", "ROBUST WORKFORCE DEVELOPMENT", and "CONSTITUENT ENGAGEMENT". Each section is followed by a bulleted list of key points.

**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**

- 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

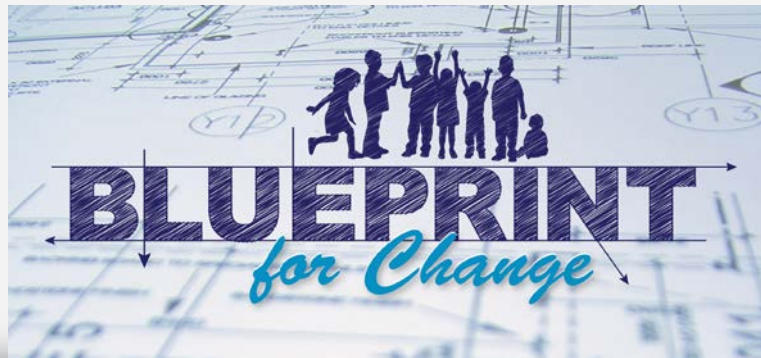
 *Georgia Division of Family & Children Services*



*Division of Family & Children Services*

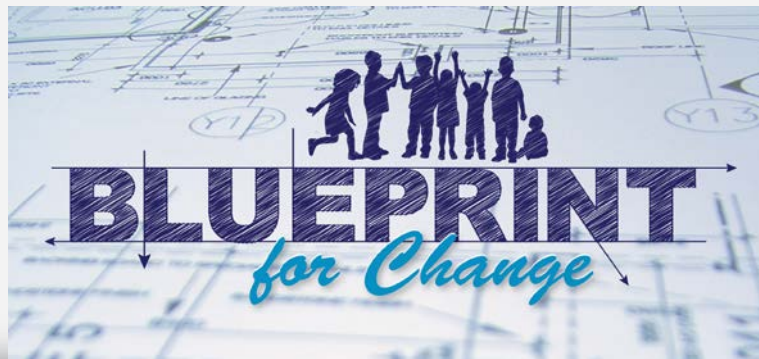
# Practice Model

- 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



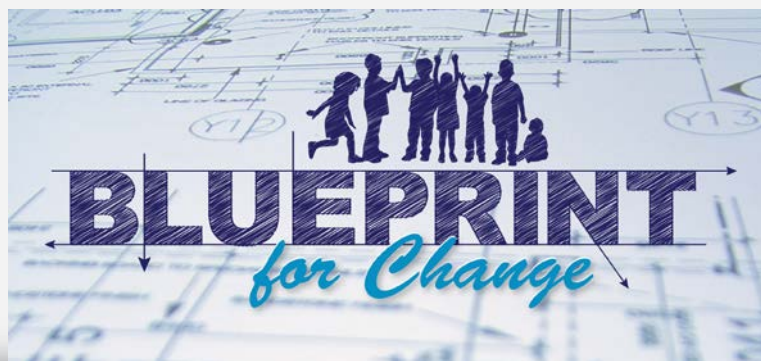
# Robust Workforce Development

- 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

***Vision:*** Safe Children. Strengthened Families. Stronger Communities.

***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)

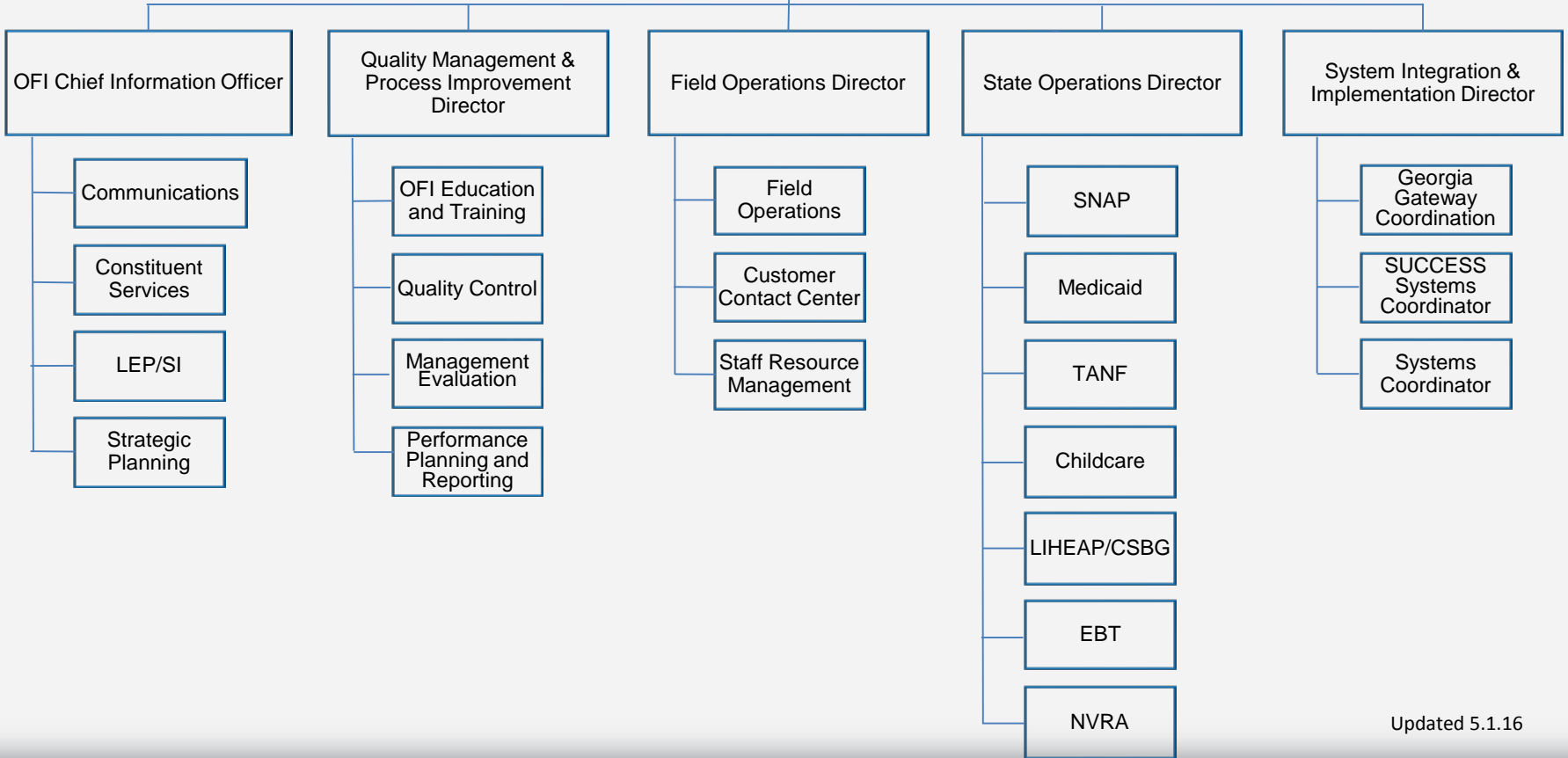




# Office of Family Independence

Jon Anderson  
DFCS Deputy Director  
Office of Family Independence (OFI)

Diann Crawford  
Executive Assistant



Updated 5.1.16



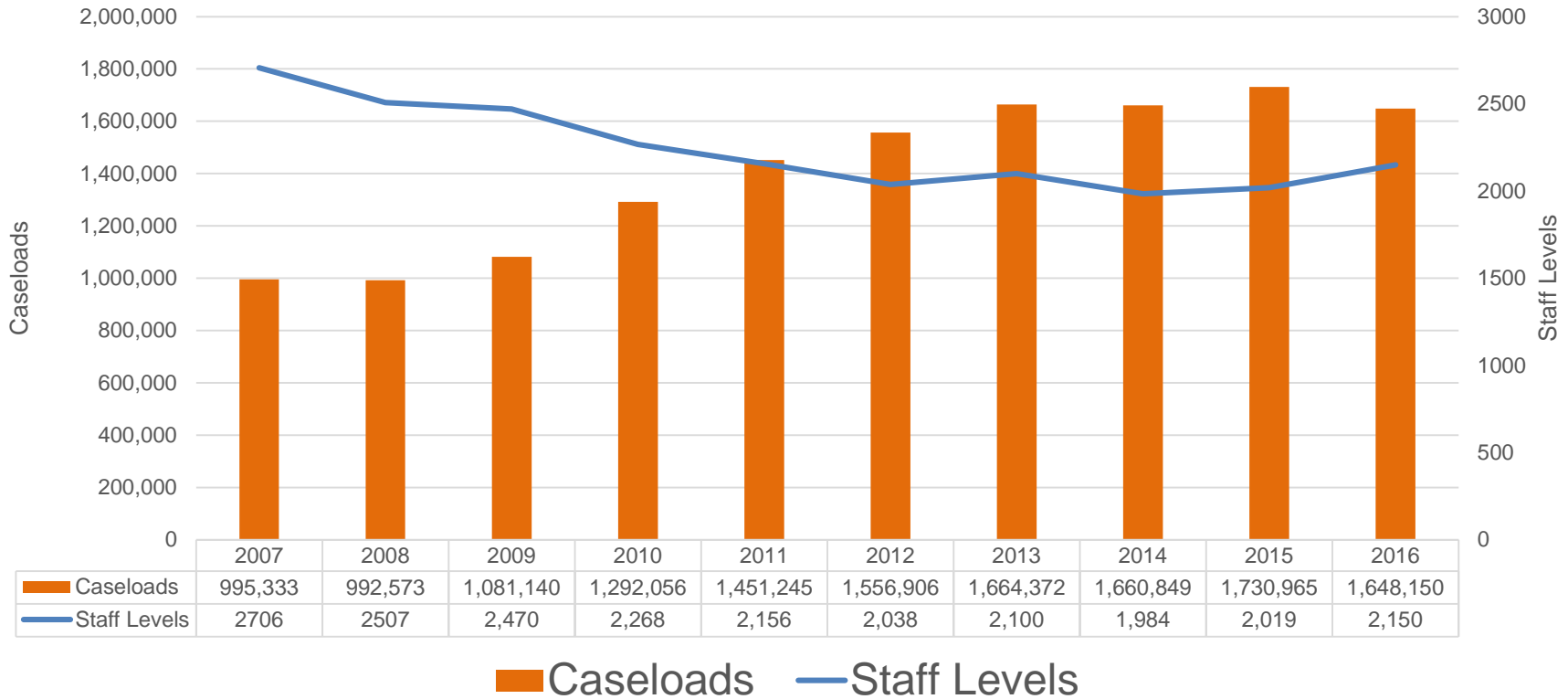
# OFI Barriers to Overcome

- 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



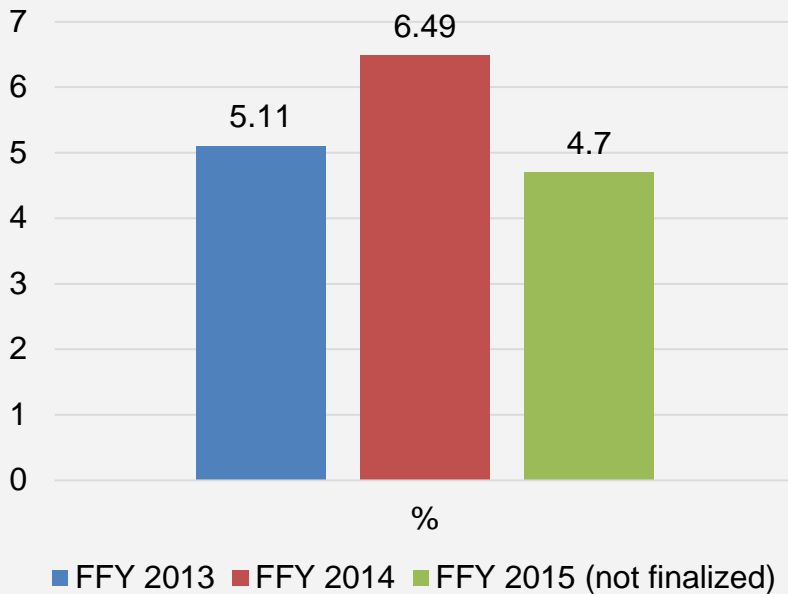
Data as of March 2016



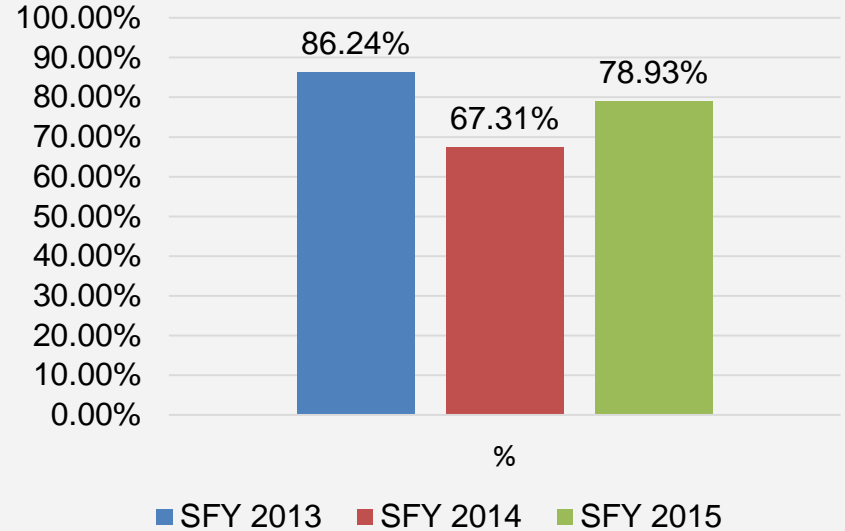
*Division of Family & Children Services*

# Work Sharing Results

## SNAP Error Rate by FFY



## SNAP Timeliness Rate by FFY



# Georgia's New OFI Practice Model

## One Caseworker, One Family



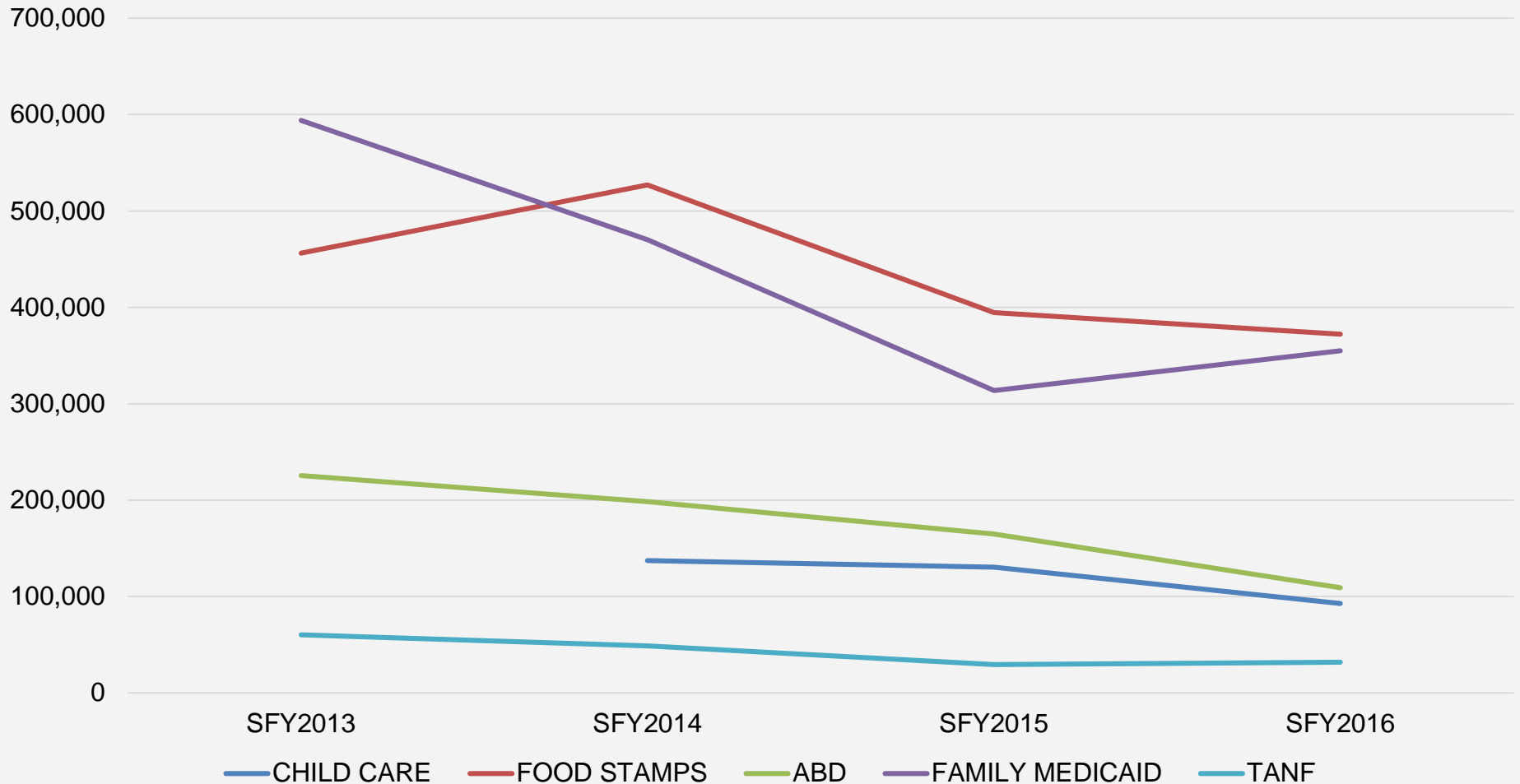
*Division of Family & Children Services*

# Practice Model

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



# OFI - Applications by FFY



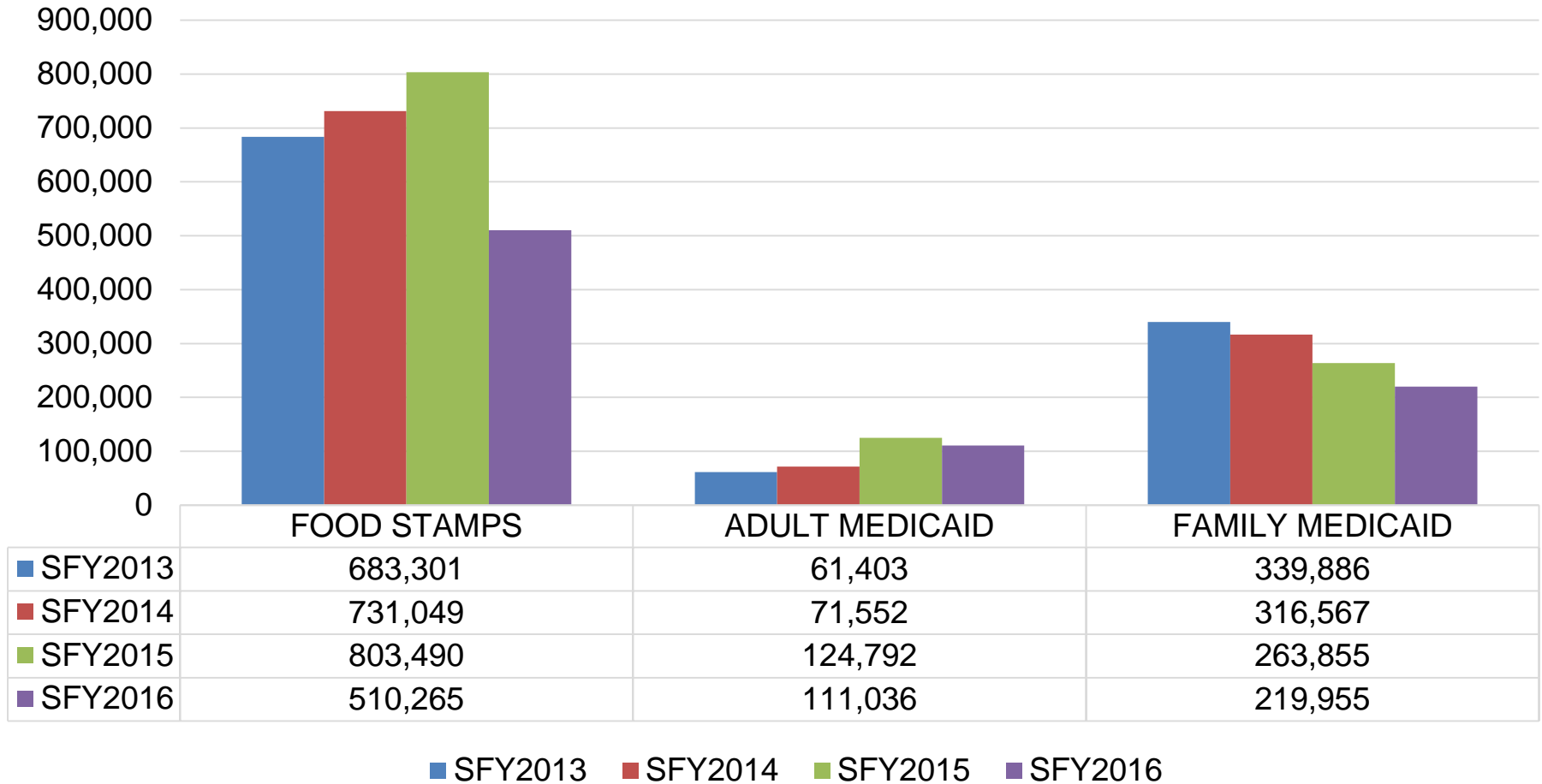
\*SFY2016 represents 7/1/2015 - 3/31/2016



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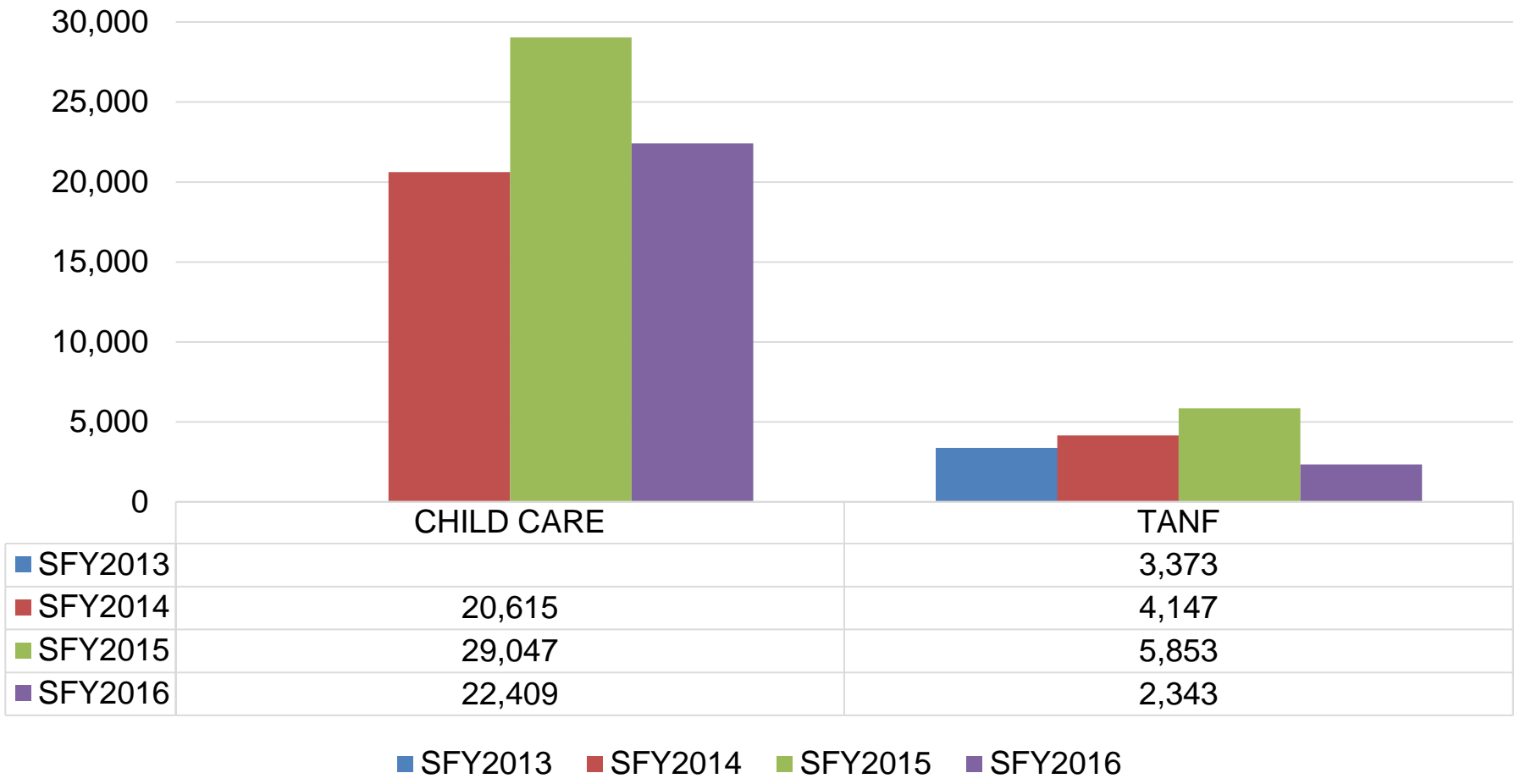
# OFI – Renewals by FFY

## Food Stamps and Medicaid

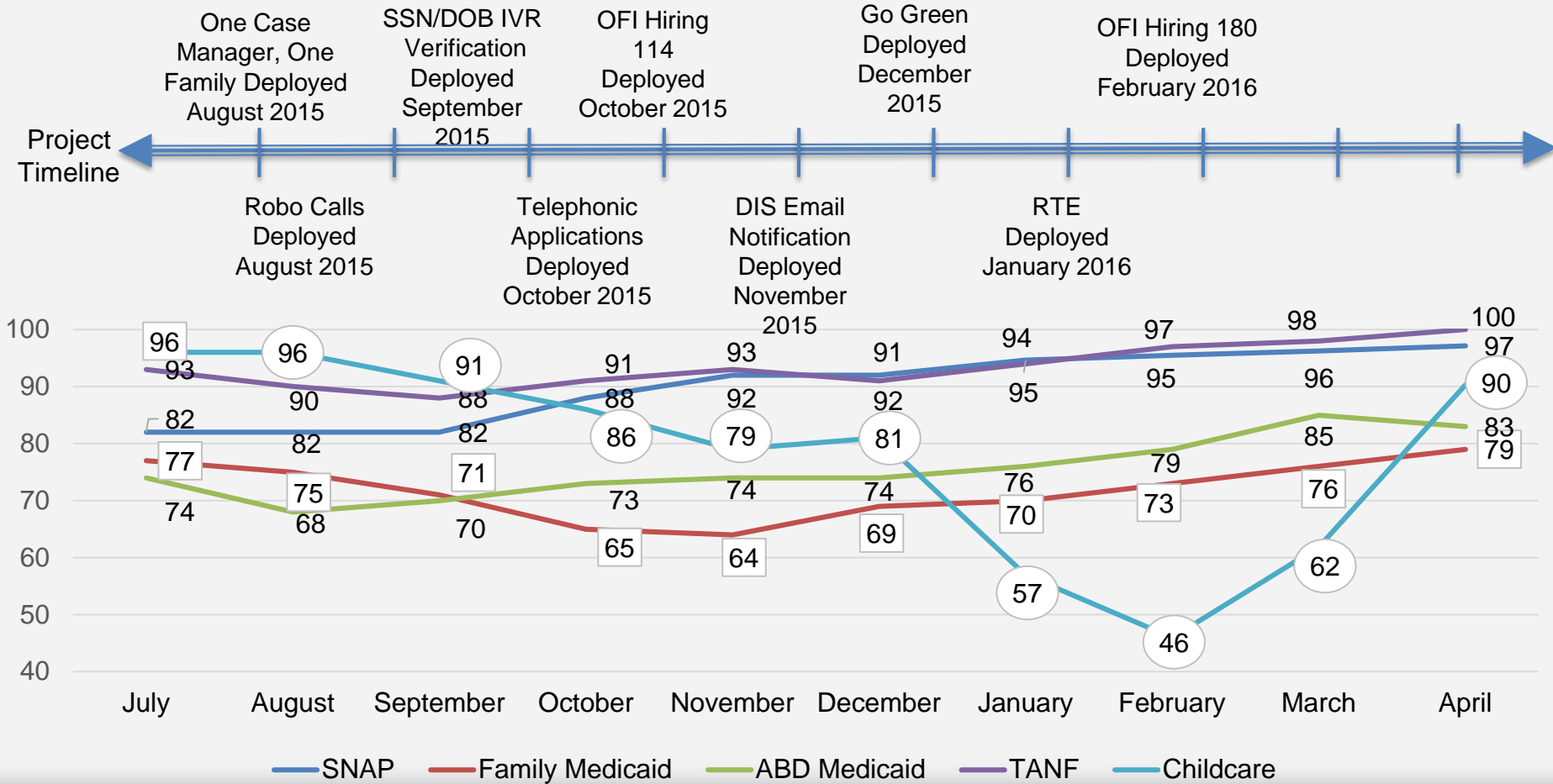




# OFI – Renewals by FFY Childcare and TANF



# OFI Enhancements & SOP



# 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”



## Office of Child Welfare

Virginia Pryor  
DFCS Deputy Director  
Child Welfare

Jessica Lloyd  
Executive Assistant

Chief Of Staff

Knowledge Management  
Director

Practice and Program  
Guidance  
Director

Field Operations  
Director

Kenny A  
Director

Updated 5.1.16





# 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.

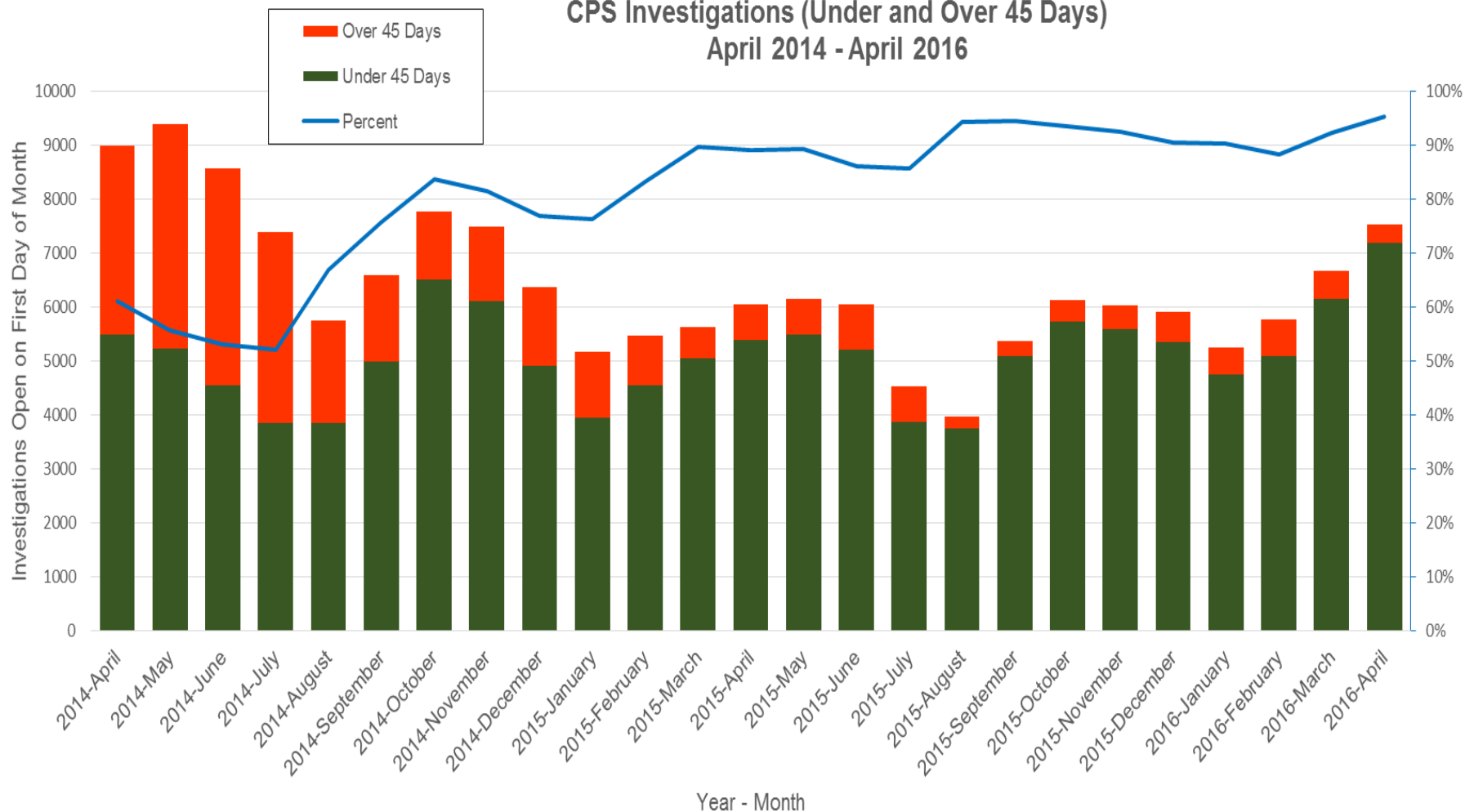


# 2014 vs. 2016: Then and Now

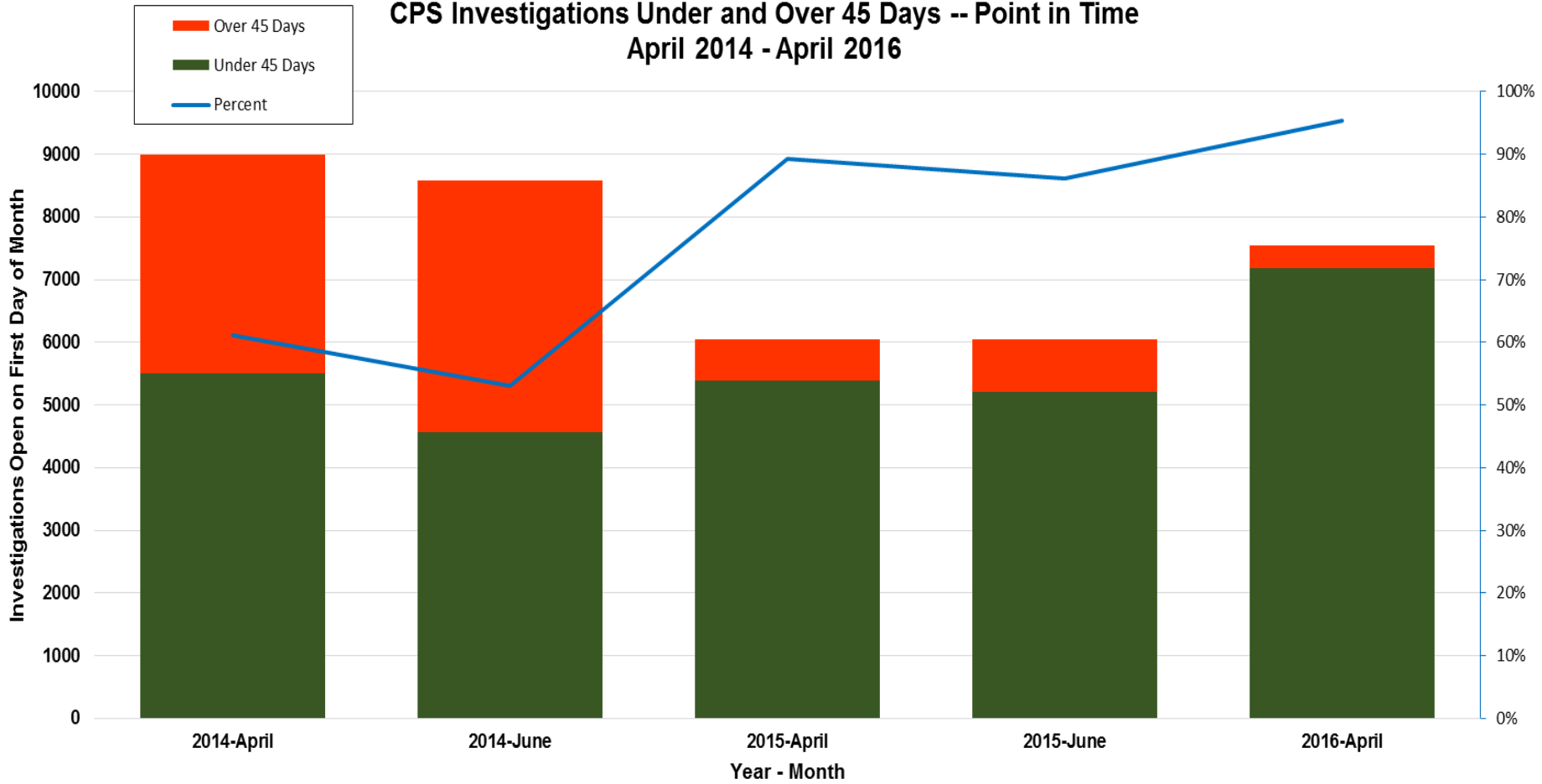
	June 16, 2014	April 29, 2016	Goal
<b>Stability of Leadership</b>	Unstable	More Stable	Stable
<b>Number of Social Workers</b>	1,650	2,000	2,750
<b>Turnover Rate</b>	36%	31%	15%
<b>Timely Initiation of Assessment/Investigation</b>	76%	94%	95%
<b>Overdue Investigations</b>	4,000	407 (6%)	5%
<b>Organizational Structure</b>	Not Aligned	More Aligned	Aligned
<b>Staff Morale/Engagement</b>	Low	Moderate	High



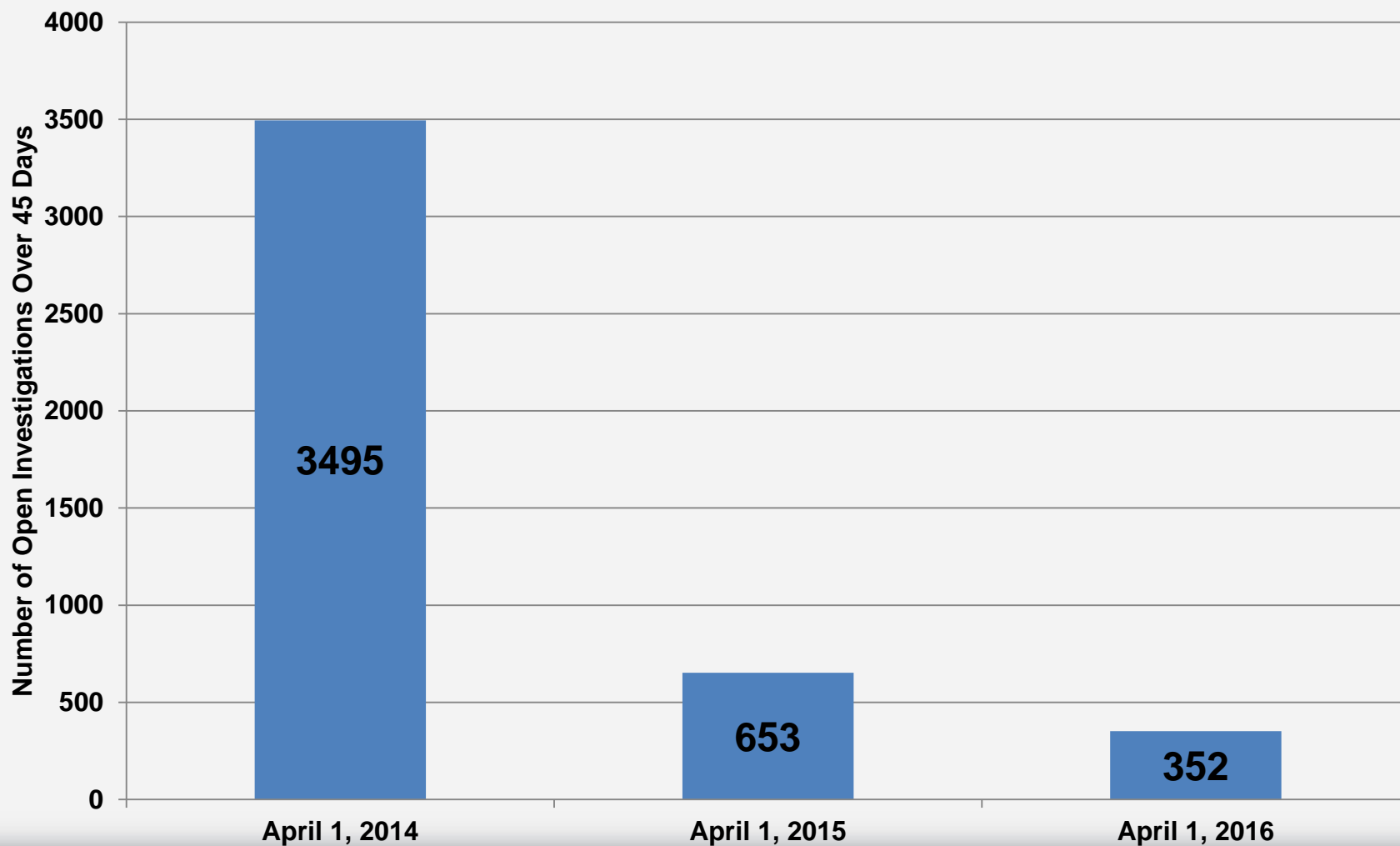
### CPS Investigations (Under and Over 45 Days) April 2014 - April 2016



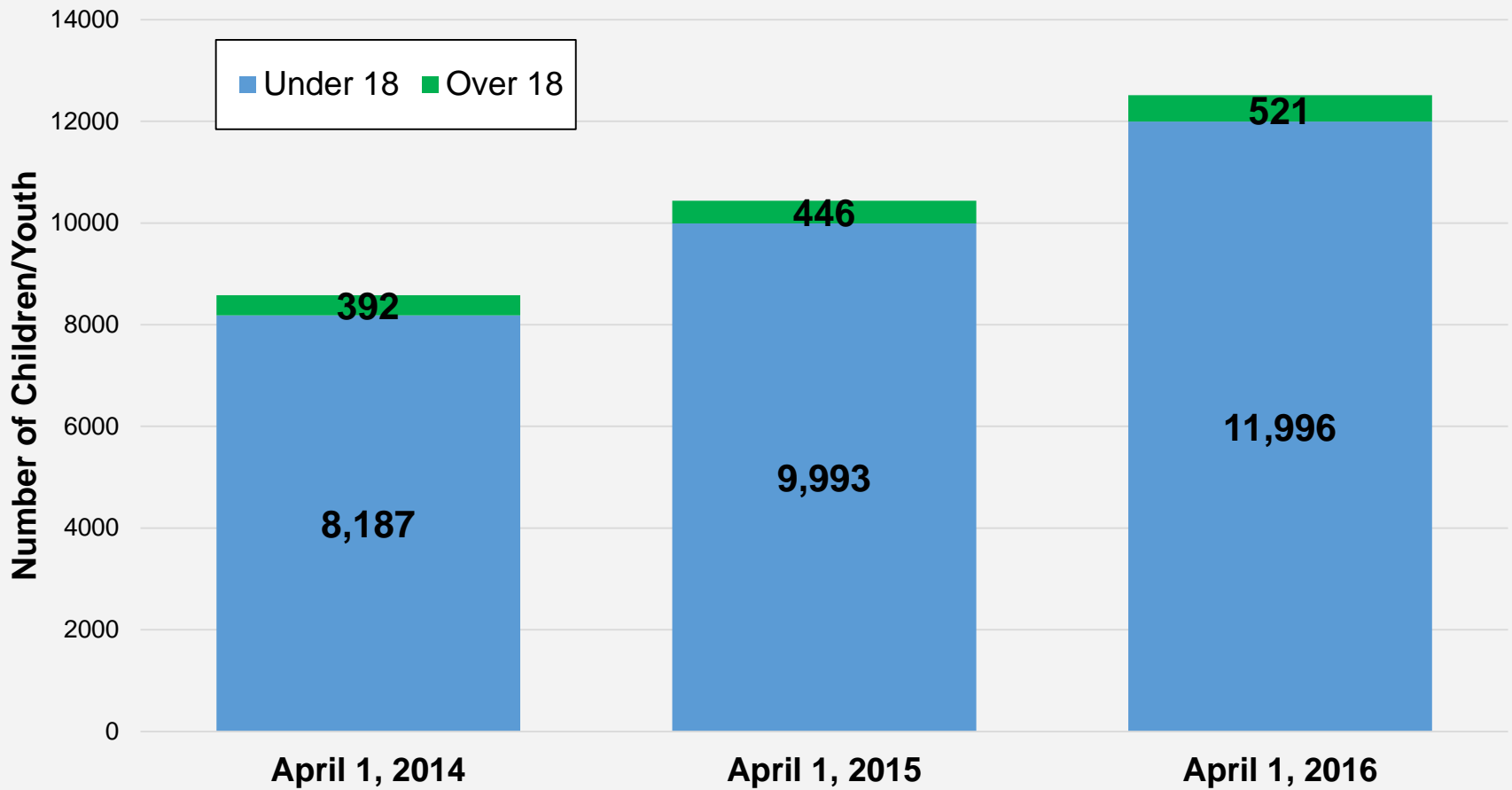
### CPS Investigations Under and Over 45 Days -- Point in Time April 2014 - April 2016



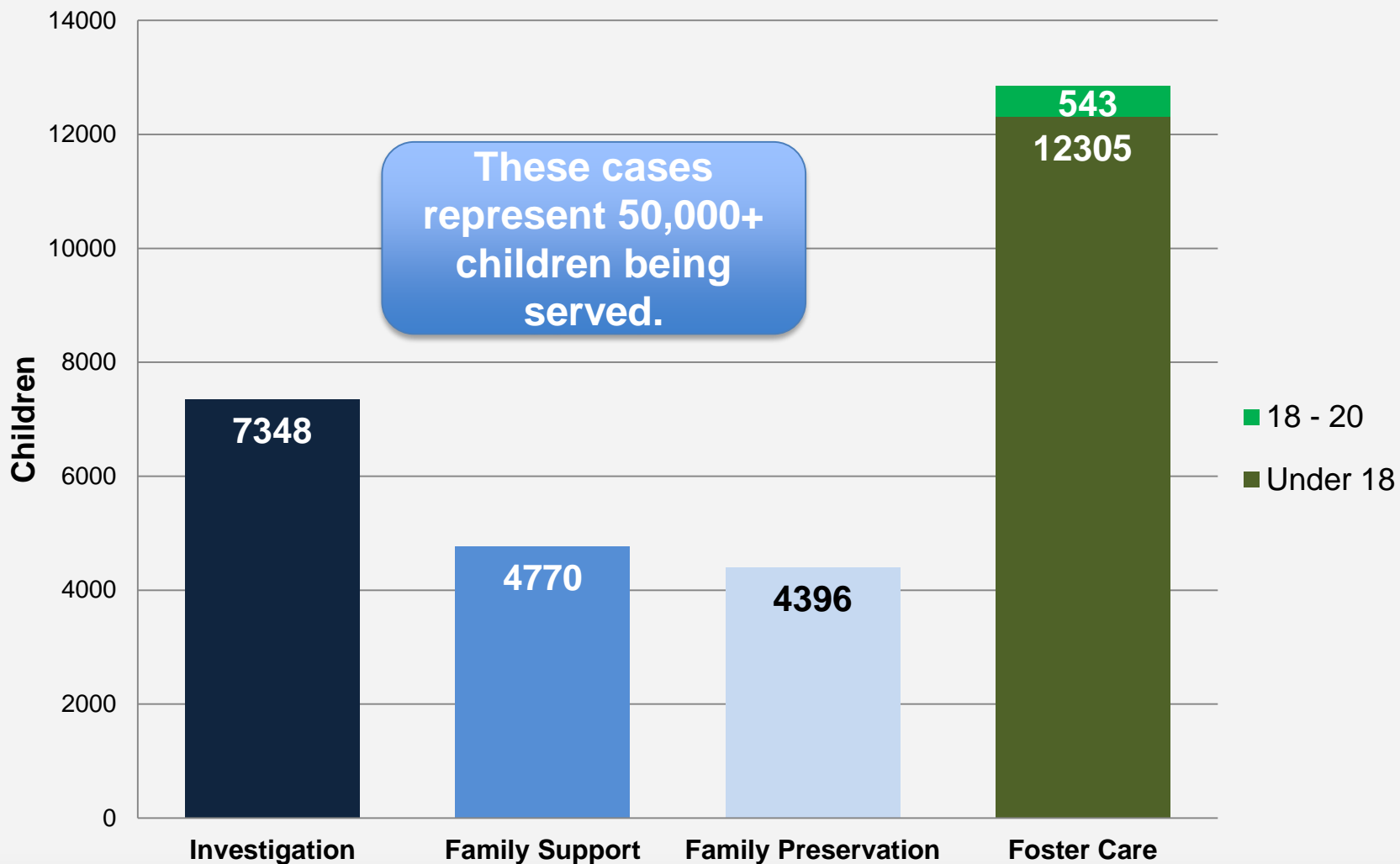
# Overdue CPS Investigations



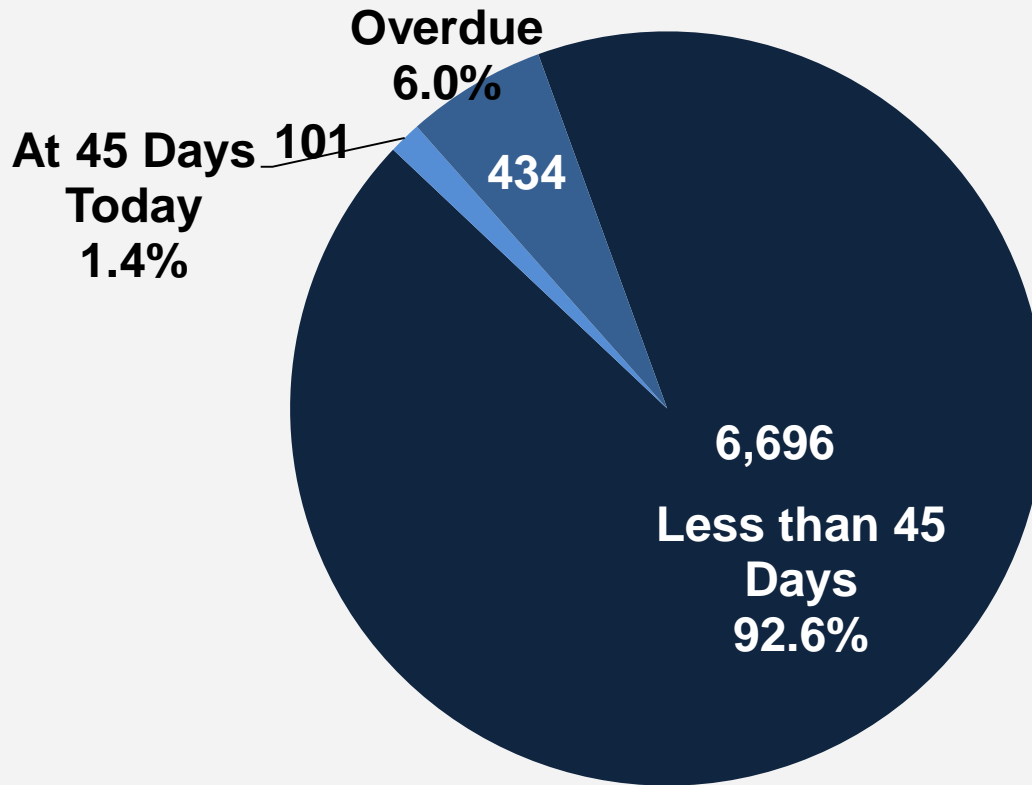
## Children and Youth in Foster Care



## Counts of DFCS Cases as of April 29, 2016

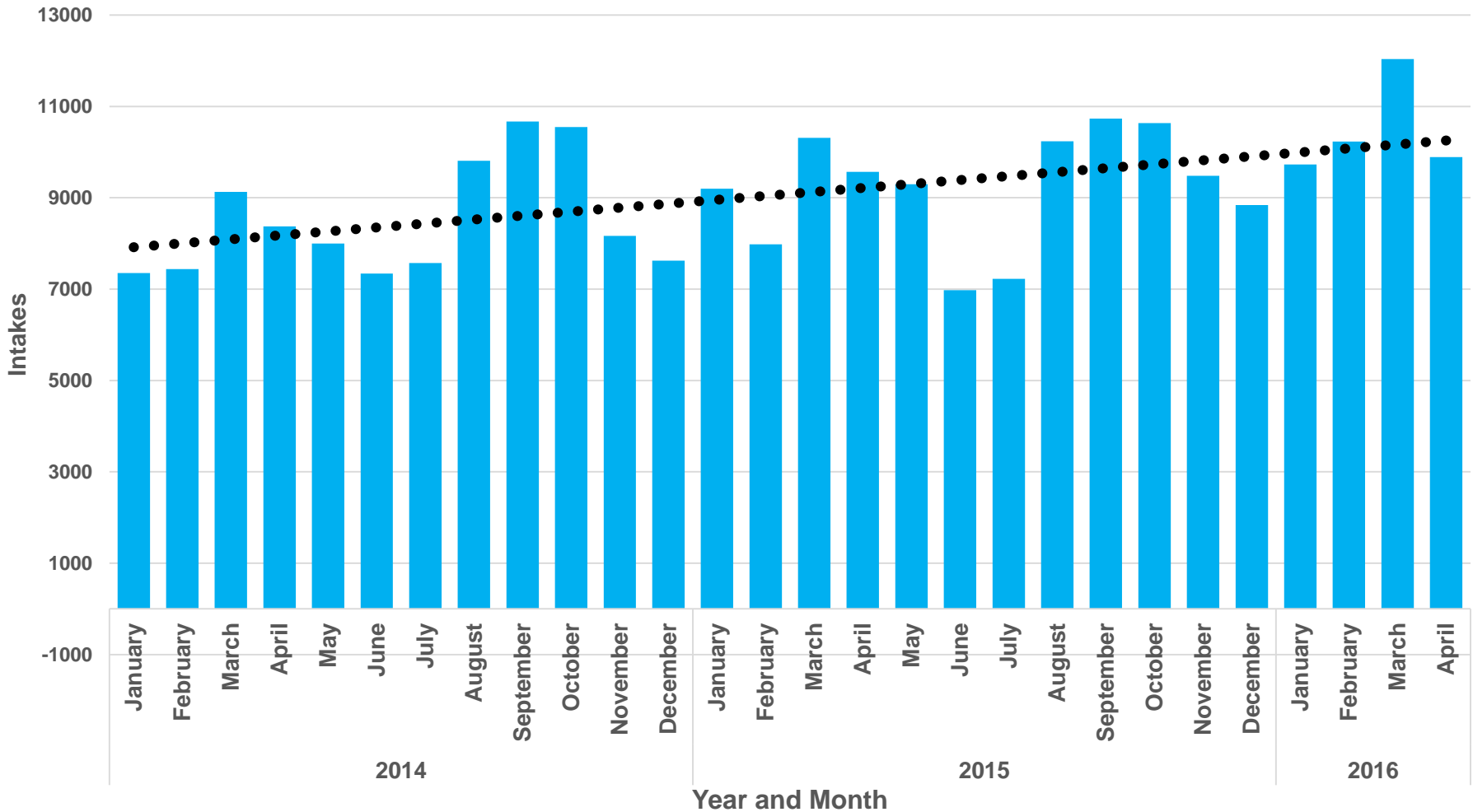


# Investigations: Time Open As of April 29, 2016

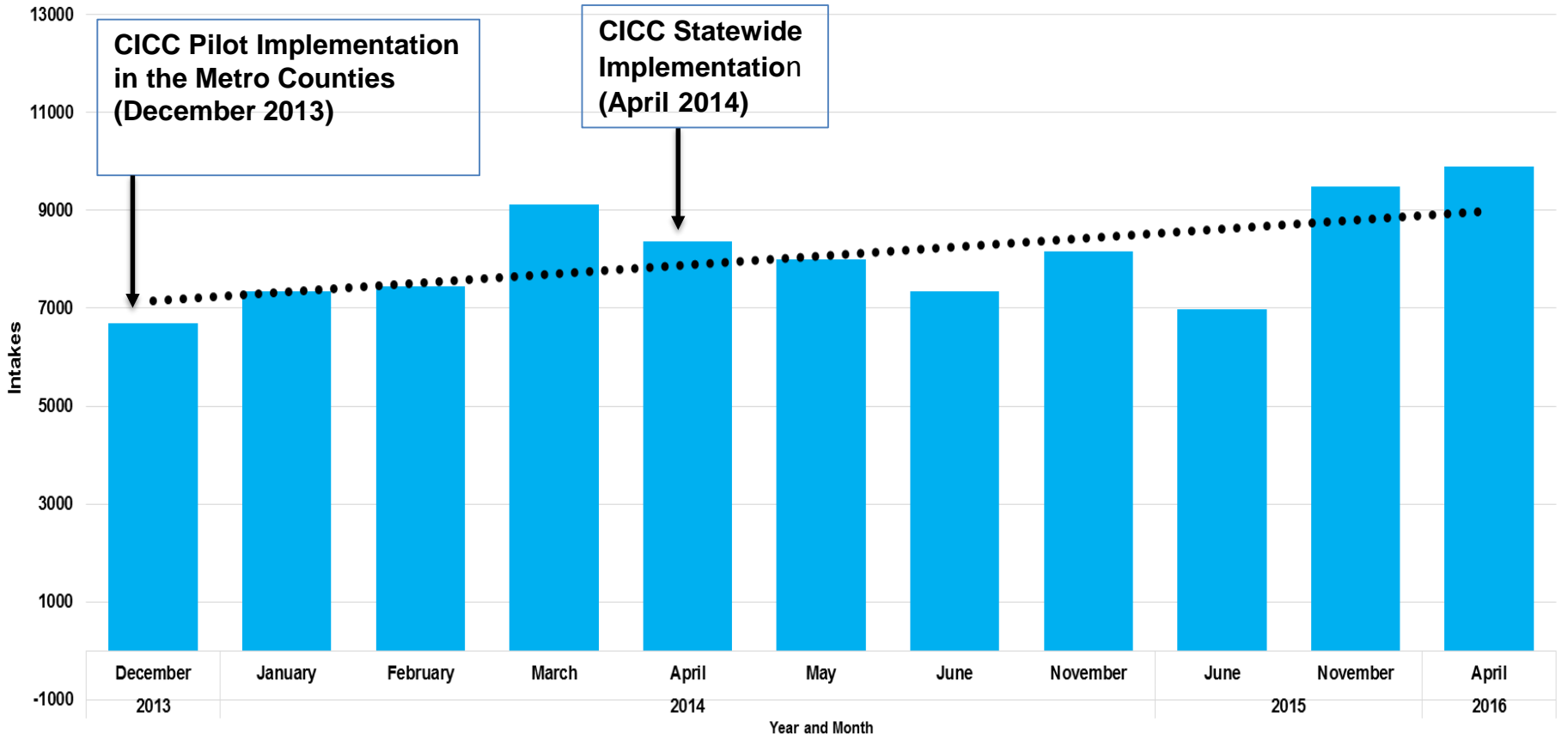


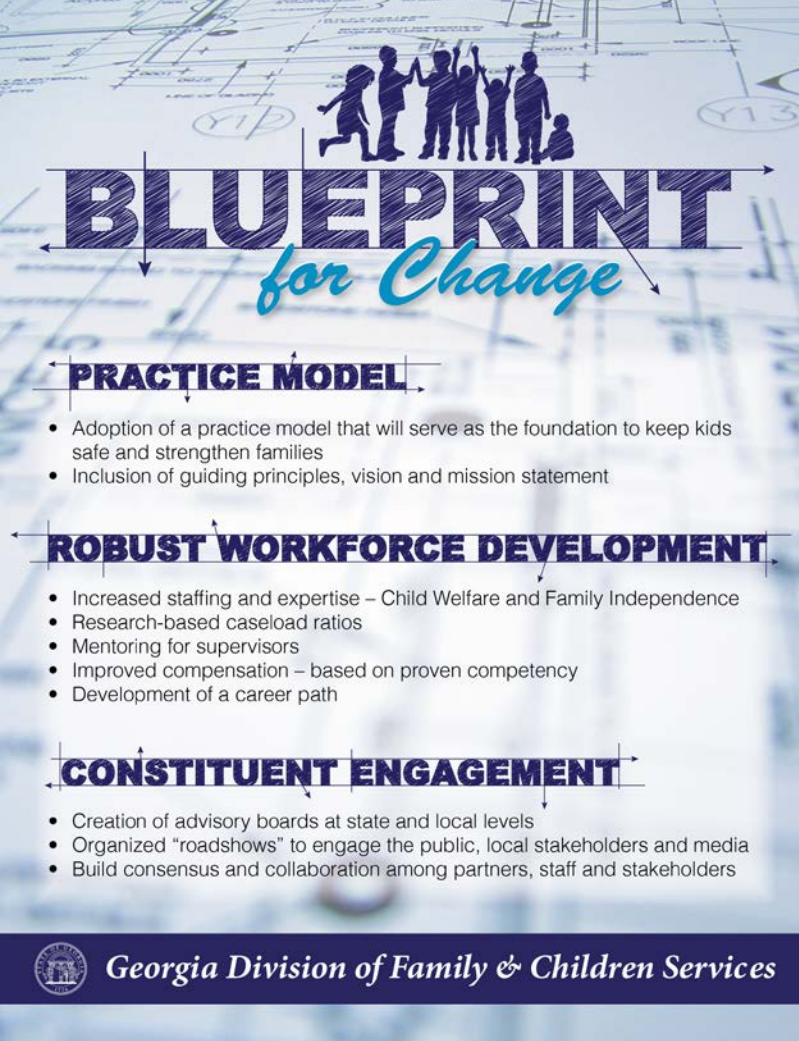


# The Number of CPS Intakes by Month for 2014-2016



The Number of CPS Intakes by Month for 2013-2016 (Points in Time)





**BLUEPRINT**  
*for Change*

**PRACTICE MODEL**


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- Inclusion of guiding principles, vision and mission statement

**ROBUST WORKFORCE DEVELOPMENT**

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- Research-based caseload ratios
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**CONSTITUENT ENGAGEMENT**

- Creation of advisory boards at state and local levels
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 *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*

We Prioritize  
the Family  
Partnership

1

2

We Focus on  
Pragmatic  
Solutions to  
Everyday Life  
Problems

We Help Families  
Document and  
Celebrate  
Success

3

# 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



# 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



*Division of Family & Children Services*

# 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



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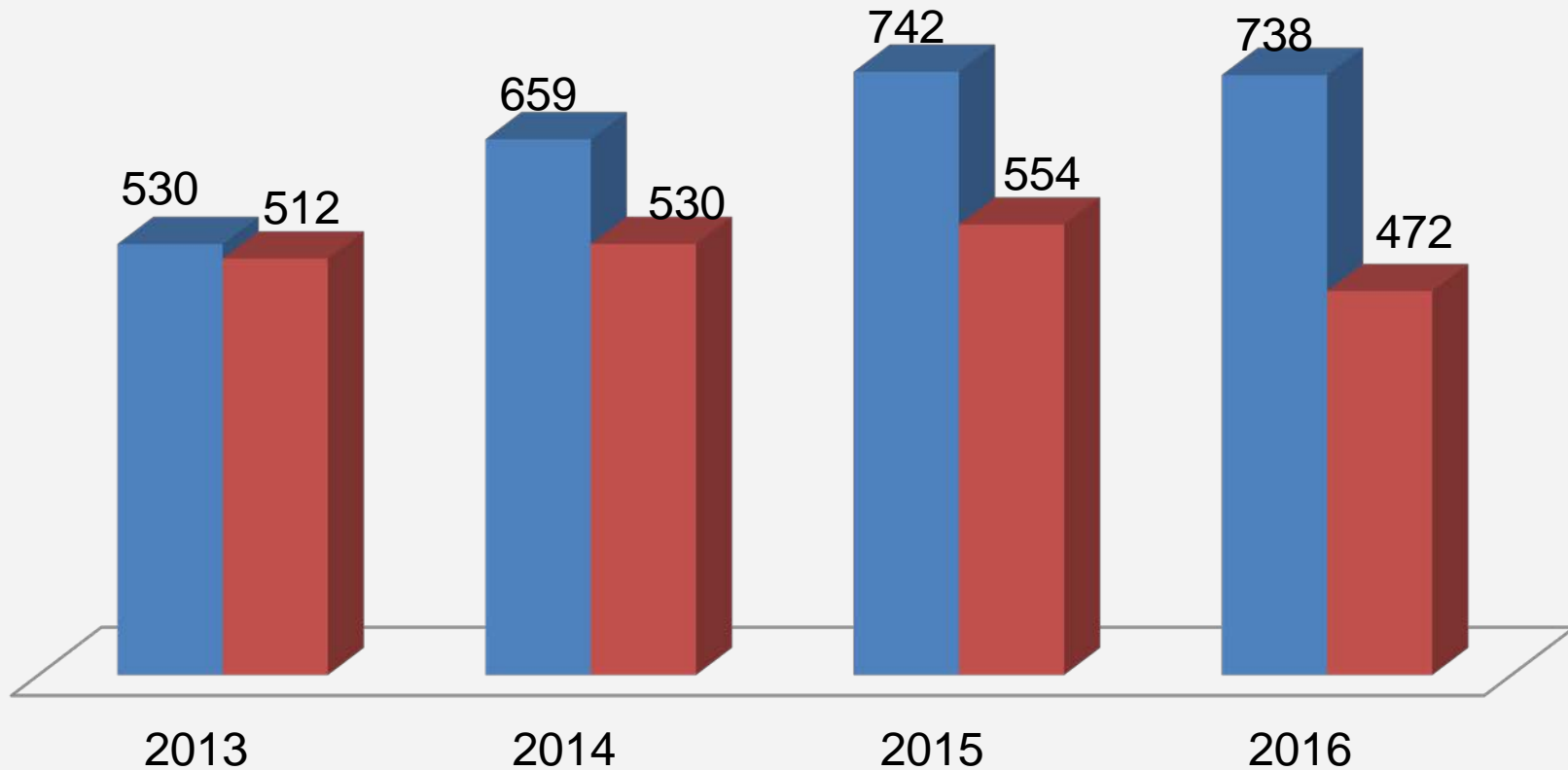
# The Way Forward: Challenges and Opportunities

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



# Foster Care Monthly Opened vs. Closed Averages

■ Avg Opened ■ Avg Closed



\*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

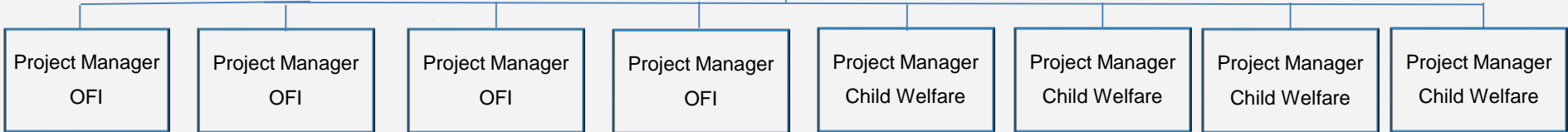




**Office of Project Management**

Carol Christopher  
DFCS Deputy Director  
Project Management Office  
(PMO)

Kimberly Knighton-Felix  
Executive Assistant

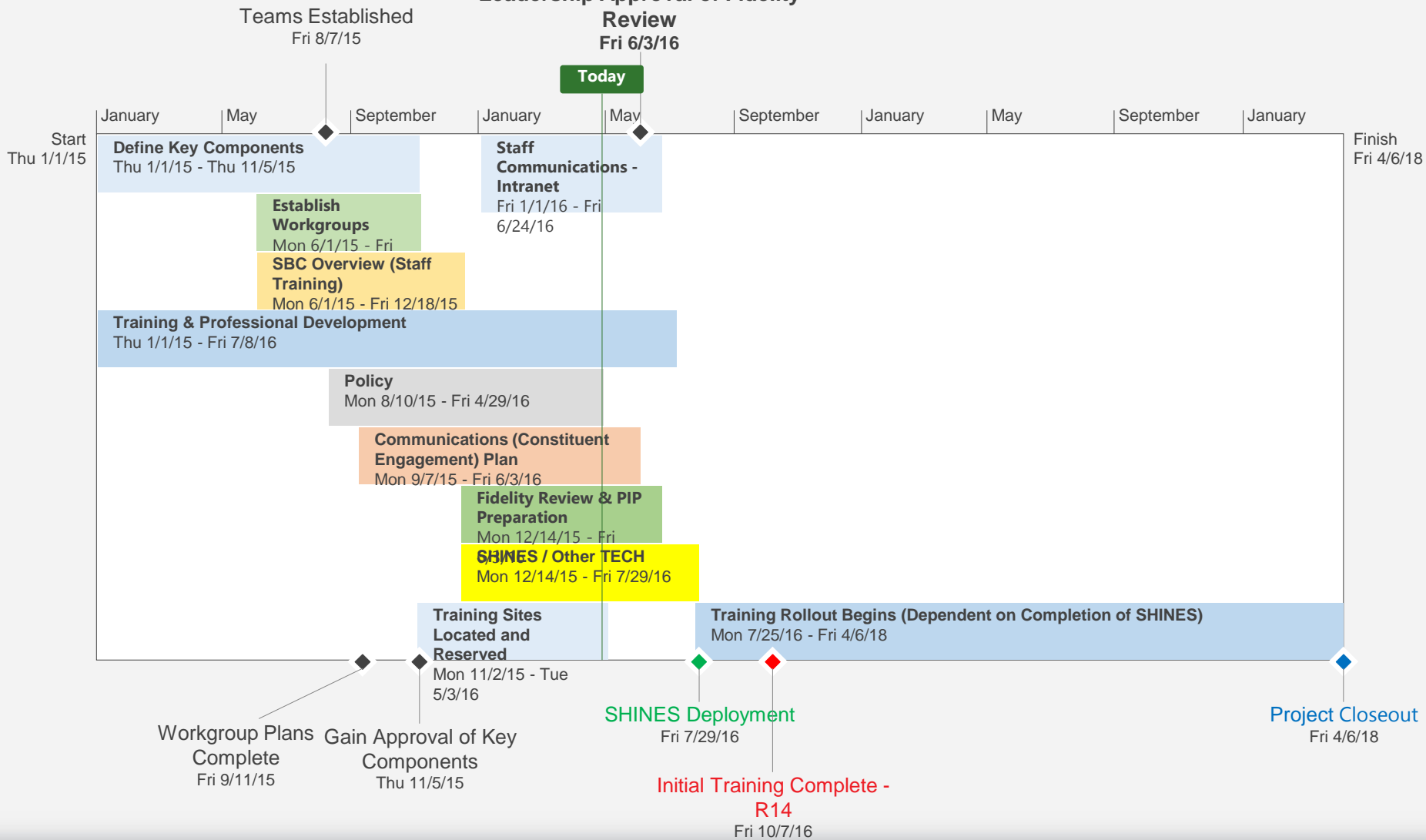


# Key Projects
















































- OFI
  - Robo calls
  - Document Imaging System email identification
  - 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



## Leadership Approval of Fidelity Review



# Practice Model Project Task List

		Task	WBS	Task Name	%	Duration	Start	Finish
0			0	Practice Model - Rev6 - High to Low	31%	853 days?	Thu 1/1/15	Fri 4/6/18
1			1	Define Key Components	100%	222 days	Thu 1/1/15	Thu 11/5/15
2			1.1	Review Models from Other States	100%	127 days	Thu 1/1/15	Fri 6/26/15
3			1.2	Distribute Internal Survey	100%	22 days	Fri 5/1/15	Mon 6/1/15
4			1.3	Finalize Survey Results	100%	23 days	Tue 6/2/15	Thu 7/2/15
5			1.4	Articulate Key Components to Leadership	100%	23.9 days	Fri 7/3/15	Fri 9/4/15
6			1.5	Gain Approval of Key Components	100%	44 days	Fri 9/4/15	Thu 11/5/15
7			2	Establish Workgroups	100%	116 days	Mon 6/1/15	Fri 11/6/15
8			2.1	Determine Project Team Types (Design, QA, etc.)	100%	20 days	Mon 6/1/15	Fri 6/26/15
9			2.2	ID Team Members	100%	25 days	Mon 6/29/15	Fri 7/31/15
10			2.3	Inform Team Leads & Schedule Update	100%	5 days	Mon 8/3/15	Fri 8/7/15
11			2.4	Teams Established	100%	0 days	Fri 8/7/15	Fri 8/7/15
12			2.5	Workgroup Planning (Work-stream Creation)	100%	22.5 days	Mon 8/10/15	Fri 9/11/15
13			2.6	Workgroup Plans Complete	100%	0 days	Fri 9/11/15	Fri 9/11/15
14			2.7	Create External Advisory Board	100%	40 days	Mon 9/14/15	Fri 11/6/15
15			2.8	External Advisory Board Created	100%	0 days	Fri 11/6/15	Fri 11/6/15
16			3	SBC Overview (Staff Training)	100%	146 days	Mon 6/1/15	Fri 12/18/15
17			3.1	SBC Overview w/ Training Department	100%	10 days	Mon 6/1/15	Fri 6/12/15
18			3.2	Facilitate 5 SBC Planning Sessions	100%	116 days	Mon 7/13/15	Fri 12/18/15
19			3.2.1	Leadership	100%	2 days	Mon 7/13/15	Tue 7/14/15
20			3.2.2	Leadership Overview	100%	2 days	Wed 8/12/15	Thu 8/13/15
21			3.2.3	Coaches Institute	100%	3 days	Mon 8/17/15	Wed 8/19/15
22			3.2.4	Managers of Supervisors	100%	20 days	Mon 8/31/15	Fri 9/25/15
23			3.2.5	Ongoing Training	100%	60 days	Mon 9/28/15	Fri 12/18/15



# Questions?



*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.



*Division of Family & Children Services*

# 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

