

Combining the data from Tables 12 and 13, there were a total of 6,081 FHs in 2008, among which 4,374 were DFCS homes and 1,707 were non-DFCS homes. For the 806 FHs closed in 2008, 653 (81.02%) were DFCS homes while 153 (18.98%) were non-DFCS homes. Among the 5,275 FHs active at the end of 2008, 3,721 (70.54%) were DFCS homes whereas 1,554 (29.46%) were non-DFCS homes. Based on the available data only, it was impossible to calculate a retention rate for the cohort of homes that were open on January 1, 2008 and still open on December 31, 2008. However, if we define a retention rate as – of all of the FHs that were active at any time during the year (i.e., 6,081 as the denominator), how many were active at the end of 2008 (i.e., 5,275 as the numerator), we would obtain a value of 86.75%. Using this approach, the retention rate for DFCS homes in 2008 was 85.07%, while the rate for non-DFCS homes was 91.04%.

Regarding the tenure of foster homes, chi-square tests were conducted to investigate if there was any difference in tenure between DFCS homes and non-DFCS homes. If the original classification of tenure was used (i.e., *< 1 Year*, *1–2 Years*, *2–5 Years*, and *>5 Years*), it was found that the DFCS FHs closed in 2008 were different from the non-DFCS FHs closed in 2008 in terms of tenure ($\chi^2_{(3)} = 11.66, p = .01$), and that the DFCS FHs active by the end of 2008 were also different in tenure from the non-DFCS FHs active by the year end ($\chi^2_{(3)} = 181.68, p = .00$). If tenure was classified into 2 categories instead (i.e., *< 1 Year* vs. *≥ 1 Year*), it was found that while the DFCS FHs active by the year end were different from non-DFCS active FHs in terms of tenure ($\chi^2_{(1)} = 54.48, p = .00$), the DFCS FHs closed in 2008 were similar in tenure to their non-DFCS counterparts closed in 2008 ($\chi^2_{(1)} = 1.01, p = .31$).

V. Summary

In general, for the children in care at the end of January 2009, those in DFCS-run homes were different from those in privately run homes in terms of age, gender, race, other siblings in care, and sibling groups. As for all children in DFCS custody at any time during SFY 08, those in DFCS homes were different from those in privately run homes in terms of the binary outcomes and time in care. Also, the retention rate (as defined in Section IV) of non-DFCS homes was a little higher than that of the DFCS homes by the end of 2008.

Privatization Interviews	
Lee Johnson	DHR
Richard O'Neill	DHR
Khari Hunt	DHR
Susan Denney	DHR
Kaye Anderson	DHR
Yvonne Rodgers	DHR
Dianne Yearby	DHR
Mark Washington	DHR
Cliff O'Connor	DHR
Keith Bostick	DHR
Bobby Cagle	DHR
Isabel Blanco	DHR
Kathy Herren	DHR
Commissioner BJ Walker	DHR
Judge Peggy Walker	GA NGO
Judge Tom Rawlings	GA NGO
Bill Hancock	GA NGO
Normer Adams	GA NGO
David Elliot	GA NGO
Andy Barclay	GA NGO
Alan Essig and Claire Richie	GA NGO
Amy Blanton	GA NGO
Tangi Penrod	GA NGO
Katrinka Smith	GA NGO
Karen Baynes	GA NGO
Judge Kate Kearney	non-Georgia
Camargo and Hall	non-Georgia
Alan Abromowitz	non-Georgia
Glen Casel	non-Georgia
Jaymee Metzenthin	non-Georgia
John Mattingly (NYC ACS Commissioner)	non-Georgia
Sarah Morrison (Ctr for the Study of Social Policy - CSSP)	non-Georgia
Abel Ortiz (Annie E. Casey Foundation - AECF)	non-Georgia
Pat Rideout (Annie E. Casey Foundation - AECF)	non-Georgia
Gary Stangler (Executive Director, JCYOI)	non-Georgia

FOSTER CARE “EFFICIENCY STUDY” FOR THE
GOVERNOR’S OFFICE FOR CHILDREN AND FAMILIES

INTERVIEW PROTOCOL: GEORGIA PUBLIC PERSONNEL

Hello – I am Stan Schneider from Metis Associates. Metis Associates is a research and consulting organization that has been asked by the Georgia Governor’s Office for Children and Families (GOCF) to conduct a foster care “efficiency study” designed to address the overarching question – *To what extent can privatization support or enhance foster care practice in Georgia?*

As you know, the current foster care system in Georgia is a hybrid – for example, some foster children occupy Division of Family and Children’s Services (DFCS) foster homes while others occupy homes managed by independent child placing agencies (CPAs). Associated with this arrangement are potentially duplicative costs and shared functions (e.g., recruitment, training, support) that could result in redundant expense, fragmentation and inefficiencies.

We see the examination of this issue as both a within-Georgia and external effort. Therefore, a number of key informants in Georgia (public and private) and outside of Georgia have been identified in order to provide their perspectives on the most salient issues.

By virtue of your experience and position, you have been selected as a potential interviewee for this study. If you consent to the interview I assure you that your anonymity will be scrupulously protected – your answers to my questions will never be associated with you, and we will represent the data in a manner that will preclude inferences about any individual’s identity. Do you consent to the interview?

Finally, with your permission, I would like to record this session so that I can be an active listener, and not be overly preoccupied with note-taking. Let us begin.

Definition: For the purposes of this discussion, we define privatization as:

contracting to private providers services that would traditionally be provided by public agencies.

Overarching Questions

- In your opinion, is privatization (of any kind) generally a good idea?
- What are the conceptual, political or logistical barriers, if any, to privatization?
- What are the catalysts for privatization?
- Other than the above-noted example of the use of independent child placing agencies (CPAs) for the management of some foster homes, are there any other important precedents in Georgia for privatization?

- In your opinion, is the privatization of foster care services in Georgia generally a good idea?
 - Does privatization of foster care generally lead to improvements in the quality of services (e.g., shortening the length of time a child spends in foster care and speeding up the adoption process)?

- Are privatized foster care services generally better able than public foster care services to support sibling placements? placements of teenagers? neighborhood-based placements?
- Does privatization of foster care generally decrease or increase the costs of service delivery?
- On what information, personal experience or research do you base the above opinions? Are there specific examples you can provide?
- Do your opinions about privatization differ when you consider various types of foster care services (e.g., recruitment of foster care homes, basic preparation of foster parents, approval/licensure of foster homes, foster care home case management, ongoing training for foster parents, support of foster parents) or foster care settings (e.g., regular foster homes, relative [kinship] foster homes, specialized [therapeutic] foster homes, group homes/institutions)?

On a scale of 1 to 5, where 1=strongly disagree and 5=strongly agree, to what extent do you agree that privatization is a good idea for....

Functions	1	2	3	4	5
Recruitment of foster homes					
Basic preparation of foster parents					
Approval/licensure of foster homes					
Foster care home case management					
Ongoing training for foster parents					
Support of foster parents					
Other functions, specify: _____					

On a scale of 1 to 5, where 1=strongly disagree and 5=strongly agree, to what extent do you agree that privatization is a good idea for supporting...

Foster Care Settings	1	2	3	4	5
Regular foster homes					
Relative (kinship) foster homes					
Specialized (therapeutic) foster homes					
Group homes/institutions					
Other settings, specify: _____					

- Can you give me an example of where privatization of foster care services is working? In your view, what characteristics define it as "working?"

Context: Note: It has been reported that, over the past several years, there has been a significant reduction in the number of children who require foster care services in Georgia.

- Do you believe that the recent reduction in the number of children requiring foster care in Georgia should have an impact on the desirability or pervasiveness of privatization? In what way? What if the numbers were to increase substantially?
- To what extent do you believe foster parents in Georgia have internalized the principle that fostering a child should be a temporary (short-term) arrangement, and that the goal of

fostering should be relatively rapid reunification with birth parents? What makes you feel this way?

- To what extent do you believe that foster parents in Georgia have truly embraced the idea of “shared parenting?” What makes you believe this?

Current Practice in Georgia

- To the best of your knowledge, are the characteristics (e.g., ages, special needs, sibling status, proximity to birth parents) of the children who occupy CPA homes different than those who occupy DFCS homes? How do you know? Can you refer me to an individual (or individuals) who might have more specific information about this question?
- To the best of your knowledge, how do the retention and other outcomes for CPA homes compare with outcomes for DFCS homes? How do you know? Can you refer me to an individual (or individuals) who might have more specific information about this question?
- To the best of your knowledge, do DFCS-sponsored homes function under different regulatory policies and practices than CPA-sponsored homes? What are the differences? How do you know? Can you refer me to any specific documents that outline these policies and practices and how they might differ for DFCS and CPAs? Can you refer me to an individual (or individuals) who might have more specific information about this question?
- To the best of your knowledge, do case management functions differ for DFCS versus CPA homes? Are case management responsibilities shared? In what ways? How do you know? Can you refer me to an individual (or individuals) who might have more specific information about this question?
- To the best of your knowledge, how do the expenses (labor and administrative) associated with a DFCS foster home generally compare with those of CPA homes? Do these costs vary by type of home (e.g., therapeutic, regular, relative)? How do you know? Can you refer me to an individual (or individuals) who might have more specific information about this question?
- To the best of your knowledge, do you believe that the current rate structures for reimbursing CPA-sponsored and/or DFCS-sponsored homes are fair? Are current payments for “room, board and watchful oversight” (RBWO) fair? What makes you believe this?

Are there any other questions that I should have asked, or is there anything further that you would like to share with me regarding the pros and cons of the privatization of foster care services in Georgia?

Thank you for your participation in this study.

FOSTER CARE “EFFICIENCY STUDY” FOR THE
GOVERNOR’S OFFICE FOR CHILDREN AND FAMILIES

INTERVIEW PROTOCOL: GEORGIA: NON-GOVERNMENT RESPONDENTS

Hello – I am _____ from Metis Associates. Metis Associates is a research and consulting organization that has been asked by the Georgia Governor’s Office for Children and Families (GOCF) to conduct a foster care “efficiency study” designed to address the overarching question – *To what extent can privatization support or enhance foster care practice in Georgia?*

As you know, the current foster care system in Georgia is a hybrid – for example, some foster children occupy Department of Families and Children Services (DFCS) foster homes while others occupy homes managed by independent child placing agencies (CPAs). Associated with this arrangement are potentially duplicative costs and shared functions (e.g., recruitment, training, support) that could result in redundant expense, fragmentation and inefficiencies.

We see the examination of this issue as both a within-Georgia and external effort. Therefore, a number of key informants in Georgia (public and private) and outside of Georgia have been identified in order to provide their perspectives on the most salient issues.

By virtue of your experience and position, you have been selected as a potential interviewee for this study. If you consent to the interview I assure you that your anonymity will be scrupulously protected – your answers to my questions will never be associated with you, and we will represent the data in a manner that will preclude inferences about any individual’s identity. Do you consent to the interview?

Finally, with your permission, I would like to record this session so that I can be an active listener, and not be overly preoccupied with note-taking. Let us begin.

Definition: For the purposes of this discussion, we define privatization as:

contracting to private providers services that would traditionally be provided by public agencies.

Overarching Questions

- In your opinion, is privatization (of any kind) generally a good idea?
- What are the conceptual, political or logistical barriers, if any, to privatization?
- What are the catalysts for privatization?
- Other than the above-noted example of the use of independent child placing agencies (CPAs) for the management of some foster homes, are there any other important precedents in Georgia for privatization?

- In your opinion, is the privatization of foster care services in Georgia generally a good idea?
 - Does privatization of foster care generally lead to improvements in the quality of services (e.g., shortening the length of time a child spends in foster care and speeding up the adoption process)?
 - Are privatized foster care services generally better able than public foster care services to support sibling placements? placements of teenagers? neighborhood-based placements?

- Does privatization of foster care generally decrease or increase the costs of service delivery?
- On what information, personal experience or research do you base the above opinions? Are there specific examples you can provide?
- Do your opinions about privatization differ when you consider various types of foster care services (e.g., recruitment of foster care homes, basic preparation of foster parents, approval/licensure of foster homes, foster care home case management, ongoing training for foster parents, support of foster parents) or foster care settings (e.g., regular foster homes, relative [kinship] foster homes, specialized [therapeutic] foster homes, group homes/institutions)?

On a scale of 1 to 5, where 1=strongly disagree and 5=strongly agree, to what extent do you agree that privatization is a good idea for....

Functions	1	2	3	4	5
Recruitment of foster homes					
Basic preparation of foster parents					
Approval/licensure of foster homes					
Foster care home case management					
Ongoing training for foster parents					
Support of foster parents					
Other functions, specify: _____					

On a scale of 1 to 5, where 1=strongly disagree and 5=strongly agree, to what extent do you agree that privatization is a good idea for supporting...

Foster Care Settings	1	2	3	4	5
Regular foster homes					
Relative (kinship) foster homes					
Specialized (therapeutic) foster homes					
Group homes/institutions					
Other settings, specify: _____					

- Can you give me an example of where privatization of foster care services is working? In your view, what characteristics define it as "working?"

Context: Note: It has been reported that, over the past several years, there has been a significant reduction in the number of children who require foster care services in Georgia.

- Do you believe that the recent reduction in the number of children requiring foster care in Georgia should have an impact on the desirability or pervasiveness of privatization? In what way? What if the numbers were to increase substantially?
- To what extent do you believe foster parents in Georgia have internalized the principle that fostering a child should be a temporary (short-term) arrangement, and that the goal of fostering should be relatively rapid reunification with birth parents? What makes you feel this way?

- To what extent do you believe that foster parents in Georgia have truly embraced the idea of “shared parenting?” What makes you believe this?

Current Practice in Georgia

- To the best of your knowledge, are the characteristics (e.g., ages, special needs, sibling status, proximity to birth parents) of the children who occupy CPA homes different than those who occupy DFCS homes? How do you know?
- To the best of your knowledge, how do the retention and other outcomes for CPA homes compare with outcomes for DFCS homes? How do you know?
- To the best of your knowledge, do DFCS-sponsored homes function under different regulatory policies and practices than CPA-sponsored homes? What are the differences? How do you know?
- To the best of your knowledge, do case management functions differ for DFCS versus CPA homes? Are case management responsibilities shared? In what ways? How do you know?
- To the best of your knowledge, how do the expenses (labor and administrative) associated with a DFCS foster home generally compare with those of CPA homes? Do these costs vary by type of home (e.g., therapeutic, regular, relative)? How do you know?
- To the best of your knowledge, do you believe that the current rate structures for reimbursing CPA-sponsored and/or DFCS-sponsored homes are fair? Are current payments for “room, board and watchful oversight” (RBWO) fair? What makes you believe this?
- What two or three recommendations do you have for improving the current foster care system in Georgia?

Are there any other questions that I should have asked, or is there anything further that you would like to share with me regarding the pros and cons of the privatization of foster care services in Georgia?

Thank you for your participation in this study.

FOSTER CARE "EFFICIENCY STUDY" FOR THE
GOVERNOR'S OFFICE FOR CHILDREN AND FAMILIES

INTERVIEW PROTOCOL: EXTERNAL (NON-GEORGIAN) RESPONDENTS

Hello – I am _____ from Metis Associates. Metis Associates is a research and consulting organization that has been asked by the Georgia Governor's Office for Children and Families (GOCF) to conduct a foster care "efficiency study" designed to address the overarching question – *To what extent can privatization support or enhance foster care practice in Georgia?*

As you may know, the current foster care system in Georgia is a hybrid – for example, some foster children occupy Department of Families and Children Services (DFCS) foster homes while others occupy homes managed by independent child placing agencies (CPAs). Associated with this arrangement are potentially duplicative costs and shared functions (e.g., recruitment, training, support) that could result in redundant expense, fragmentation and inefficiencies.

We see the examination of this issue as both a within-Georgia and external effort. Therefore, a number of key informants in Georgia (public and private) and outside of Georgia have been identified in order to provide their perspectives on the most salient issues.

By virtue of your experience, you have been selected as a potential interviewee for this study. If you consent to the interview I assure you that your anonymity will be scrupulously protected – your answers to my questions will never be associated with you, and we will represent the data in a manner that will preclude inferences about any individual's identity. Do you consent to the interview?

Finally, with your permission, I would like to record this session so that I can be an active listener, and not be overly preoccupied with note-taking. Let us begin.

Definition: For the purposes of this discussion, we define privatization as:

contracting to private providers services that would traditionally be provided by public agencies.

Background of Respondent:

- Please briefly describe your background, experience and knowledge base associated with the privatization of child welfare practice. For the current study we are especially interested in foster care and adoption, but please feel free to include relevant background information regarding privatization of child protective services, family preservation services, or any other aspect of child welfare.

Overarching Questions

- Based on your experiences and understanding of the literature, do you believe that privatization (of any kind) is generally a good idea? Explain
- In particular, do you believe that the privatization of foster care is generally a good idea? Explain
- What are the conceptual, political or logistical barriers, if any, to privatization?
- What are the catalysts for privatization?

- What specific examples (successful or unsuccessful) can you cite of current or recent privatization efforts?
- Based on your experiences and understanding of the research/evaluation literature:
 - Does privatization of foster care generally lead to improvements in the quality of services (e.g., shortening the length of time a child spends in foster care and speeding up the adoption process)?
 - Are privatized foster care services generally better able than public foster care services to support sibling placements? placements of teenagers? neighborhood-based placements?
 - Does privatization of foster care generally decrease or increase the costs of service delivery?
- On what information, personal experience or research do you base the above opinions? Are there specific examples you can provide?
- Do your opinions about privatization differ when you consider various types of foster care services (e.g., recruitment of foster care homes, basic preparation of foster parents, approval/licensure of foster homes, foster care home case management, ongoing training for foster parents, support of foster parents) or foster care settings (e.g., regular foster homes, relative [kinship] foster homes, specialized [therapeutic] foster homes, group homes/institutions)?

On a scale of 1 to 5, where 1=strongly disagree and 5=strongly agree, to what extent do you agree that privatization is a good idea for....

Functions	1	2	3	4	5
Recruitment of foster homes					
Basic preparation of foster parents					
Approval/licensure of foster homes					
Foster care home case management					
Ongoing training for foster parents					
Support of foster parents					
Other functions, specify: _____					

On a scale of 1 to 5, where 1=strongly disagree and 5=strongly agree, to what extent do you agree that privatization is a good idea for supporting...

Foster Care Settings	1	2	3	4	5
Regular foster homes					
Relative (kinship) foster homes					
Specialized (therapeutic) foster homes					
Group homes/institutions					
Other settings, specify: _____					

- Can you give me an example of where privatization of foster care services is working? In your view, what characteristics define it as "working?"

Are there any other questions that I should have asked, or is there anything further that you would like to share with me regarding the pros and cons of the privatization of foster care or other child welfare services?

Thank you for your participation in this study.

