

Cold Case Project
Annual Report for the Work of 2014
Georgia's Child Welfare System
June 2015



Prepared by the Administrative Office of the Courts
Office of Children, Families and the Courts

“It’s not intellectually shallow to have hope...it is a profound thing and no historians, sociologists, or anthropologists or anyone is going to convince me that it is wrong to have hope.”

Partners In Health Co-founder Dr. Paul Farmer shares his views on hope, a prominent theme in a new book co-written with Fr. Gustavo Gutiérrez, “In the Company of the Poor.”

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THE STATE OF CHILD WELFARE IN GEORGIA

Introduction

The Cold Case Project (CCP) has existed for five years. It is a quality assurance program that uses a predictive statistical model to create a statewide list of children who are most likely to age out of foster care without permanency. Guided by the list, expert reviewers (mostly attorneys) read children's case files, write up summaries with recommendations for further action, and sometimes participate in permanency roundtable meetings with the ultimate goal being to help all the children achieve legal permanency. During 2014, the Cold Case Project Lead for the past five years, Ashley Willcott, was appointed by Governor Nathan Deal as the Director of the Georgia Office of the Child Advocate, and was able to take advantage of the statutory oversight authority of the office to heighten the urgency and priority of the Cold Case Project. Thus, there was an increase in the number of reviews, resources and permanency roundtables for children during 2014. However, the numbers of children coming into Georgia's foster care system also increased substantially, which is concerning to everyone because we know the limitations and capacity of our child welfare system.

During the past five years, the return on investment for the Cold Case Project has been consistent and strong, and we have learned that this quality assurance program works to both increase legal permanency for children as well as improve outcomes that help youths transition to adulthood. It is time to institutionalize the program into our normal work and try to expand it to a broader pool of children for the future - a "Cool Case Project," if you will. The Cold Case Project would not be possible without the support and guidance of Casey Family Programs (CFP), the Supreme Court of Georgia's Committee on Justice for Children (J4C), which is Georgia's Court Improvement Program (a federal grant program), the Georgia Division of Family and Children Services (DFCS), and now the Georgia Office of the Child Advocate (OCA).

Description of the Cold Case Project and the Children

Cases of children that show up on the Cold Case list (or now lists for Cold Case Courts) have become complex and/or “stuck” for a variety of reasons: severe trauma in the child’s background; parents who were so close for so long to completing their legally required case plan goals that the case dragged on; children who were deeply bonded to a parent and kept hoping that said parent would improve enough to reunify with them; and foster or adoptive parents getting divorced or other tragedies that somehow landed their children back in the foster care system. In hospitals, cases like these might be compared to “Never Events” which are a list of inexcusable actions in a health care setting, the “kind of mistake that should never happen.” Never events still occur in hospitals, but it is the constant quality assurance monitoring efforts that are the best hope of preventing and reducing the frequency of these events.

The Cold Case list (run twice during 2014), which is produced by a statistical predictive model, allows our team to identify the children most likely to age out of foster care without legal permanency. The list is sent out to all appropriate stakeholders. As in past years, perhaps due to the Hawthorne effect, some cases started to reach success even before they were reviewed. To take advantage of this effect, the team continues to broadly publicize the Cold Case lists in partnership with DFCS leadership using emails and presentations. In addition, the team routinely promoted the Court Process Reporting System (CPRS) function that can generate a “Cold Case” report at a local level at any time. The reviews bring both legal and social work expertise together to re-focus attention not only on achieving permanency, but also on increasing visitation; creating better connections with relatives; providing more opportunities for children in group homes to interact with the community; brainstorming creative ideas to overcome barriers; re-visiting the legal issues and possible legal actions; and strengthening services to meet the health and educational needs of the children on the Cold Case list (which includes a number of due process rights for children in state custody).

Details of the Cold Case Model and Process

The Cold Case team has changed with both opportunity and need. In 2014, Ashley Willcott and her small team of attorneys were able to review almost 300 cases statewide. The CCP worked closely with the Georgia DFCS state and local leadership and Permanency Expeditors to identify the best cases on the list to benefit from a Permanency Roundtable (PRT) meeting (in addition to a review). A PRT meeting is a broad meeting of experts and invested stakeholders for an individual child for the “hardest” or “coldest” cases. The children themselves were present for almost every meeting; the expectation was set for the children to be present unless there was a very good reason to exclude them. Court Appointed Special Advocates (CASA) were also present for most of the reviews. The Department’s attorneys (SAAGs) attended almost all PRT meetings relevant to their counties to participate in the discussion of, and solutions to, legal barriers/issues.

Ms. Willcott prioritized the “coldest” cases, assigning children’s cases to the Fellows who would review the cases, mostly online, using the state’s child welfare data system, “Shines.” Each Fellow has been provided access software and a user ID and password to the system with IT support by GA DFCS. After each case review, the Fellow wrote a brief narrative of the case to help with brainstorming at the PRT meeting. All paperwork was shared in advance.

The PRT meetings can be quite large at times. Although the large meetings can be chaotic, everyone still agrees they are helpful. The meetings are designed to flag a child’s troubled case, and thus “all hands on deck” are needed to help. The child’s case manager starts the PRT meeting with a presentation of the child’s history in the child welfare system; the Fellow then adds the legal lens to the case; and the Permanency Expediter facilitates a guided discussion, with others joining in after the opening. The CCP also adopted the structured PRT paperwork to guide the conversations, a process which generally took two hours per case. In 2014, there were many more follow-up phone calls to make sure all the tasks identified were done.

2014 and the Cold Case Team

This past year, 2014, has been a challenge to maintain steady work on the project. While Ashley Willcott’s new appointment was a blessing which allowed the team to get more work done, the Georgia DFCS director changed again in the middle of the year, there was both increased case manager turnover and a big increase in the number of foster children coming into state custody. A Child Welfare Reform Council was created by the Governor and was very transparent in its deliberations and discussions. Ashley Willcott served as a member of that Council. However, the CCP team carried on and stayed focused on the children who needed attention, even though team members can feel discouraged when stretched resources make obvious and old systemic problems re-emerge. The good news is that data in 2014 still shows good outcomes, and children were still present at almost every PRT and court hearing and were being actively included in decision-making. Also, the capacity to make one’s own cold case list at a local level is actively being used by various appropriate individuals such as CASAs, attorneys, and judges.

Child Welfare Outcomes in the Cold Case Project

As in previous years, a substantial number of Cold Case youth were placed into adoptive homes or experienced other positive outcomes. Unlike past analyses for Cold Case Annual Reports, this year’s results cover multiple years. In any given project year, some cases are reviewed late in the year and are therefore especially unlikely to arrive at a conclusion in time for the analysis. Here, results for youth reviewed in the Cold Case Project years 2012, 2013, and 2014 are included.

The previous year-end reports are posted on J4C’s website, <http://www.j4c.georgiacourts.gov/>.

Work continues on cases that don’t reach resolution in their year of review. Some children, about 60, have received reviews in more than one year. For analysis, the first year a child was assigned for review is considered the start time for the case. About 250 children received reviews for their first time in 2014.

Table 1 Discharges by Year of First Review

Discharge	2012	2013	2014	3 Year Total
Adoption	74	63	26	163
Custody To Other	2	3	1	6
Death	1	1	0	2
Emancipation	37	47	19	103
Guardianship	8	7	9	24
ILP	7	5	2	14
None	6	3	6	15
Relative	8	8	3	19
Reunification	24	13	6	43
Runaway	0	2	0	2

The numbers are lower in 2014, simply because the cases have not had the same amount of time to reach a conclusion. Based on previous years, we expect the 2014 numbers to rise as time goes on. For children unfortunate enough to rate a Cold Case list, then lucky enough to benefit from the Cold Case review, adoption becomes the most likely discharge reason - more likely than emancipation - despite some considerable obstacles. Note that more than 20% of the youth reviewed in the project are 17 years old and half of the reviewed children were in custody for more than 3-5 years at the time of the review.

In the past three years, nearly 800 children have received Cold Case reviews.

As in previous years, over 20% of youth achieved legal permanency within about a year of their review. That portion rises to about 30% after two years (see the solid green line in the chart below.)

Figure 1 Time Until Discharge from Review Date

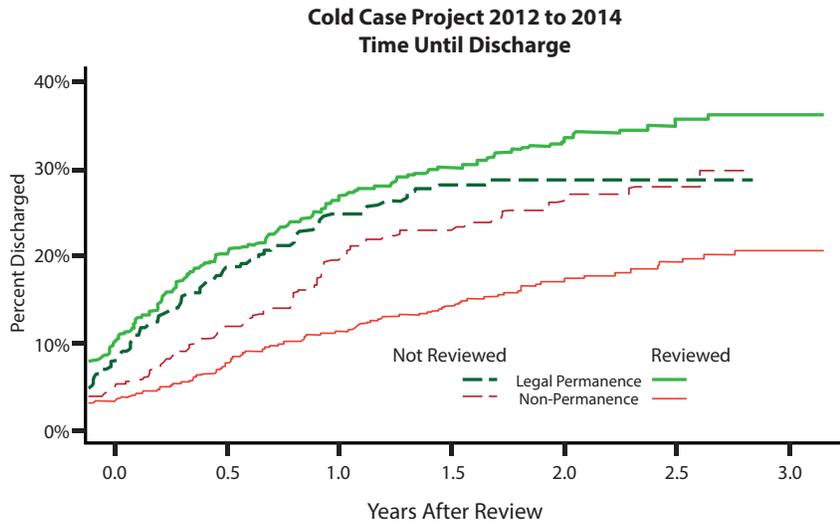
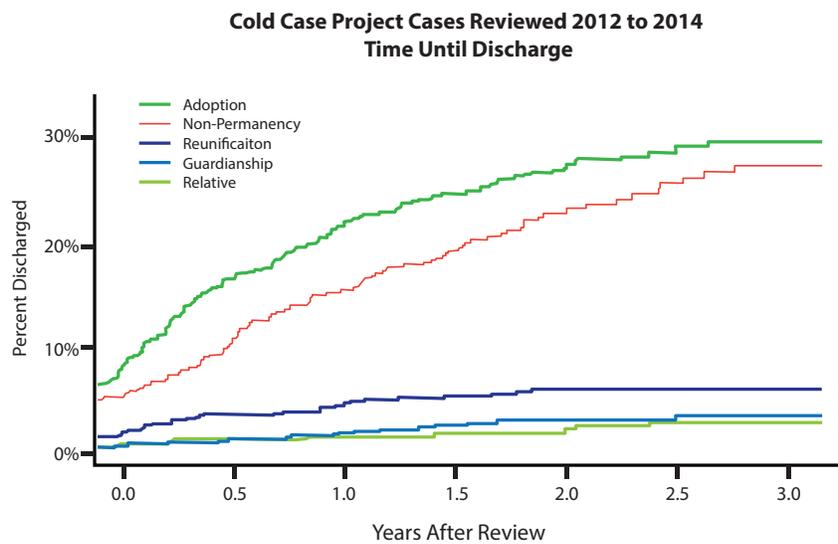


Figure 2, below, shows greater detail of the legal permanency outcomes of reviewed cases. The four green and blue curves in the chart are the specific outcomes that make up the solid green 'legal permanency' curve in Figure 1. The below chart shows Adoption is the most common discharge reason.

Figure 2 Time Until Legal Permanency Outcomes from Review Date



Creating the Cold Case List from a Statistical Predictive Model

The CCP statisticians continue to create, publish, and update the Cold Case list using a predictive model developed from DFCS data that identifies children through a Generalized Boosted Regression Model. In 2014, three factors continued to be quite predictive for a case to be or to become “cold” - length of time in care (long), per diem costs (high), and type of placement (institutional). Our work indicates that the more institutional the placement and the longer the child stays in that setting, the more elusive a permanent family becomes for that child. Thus the children on the Cold Case list are statistically the most vulnerable to aging out without legal permanency and without a close relationship with a family.

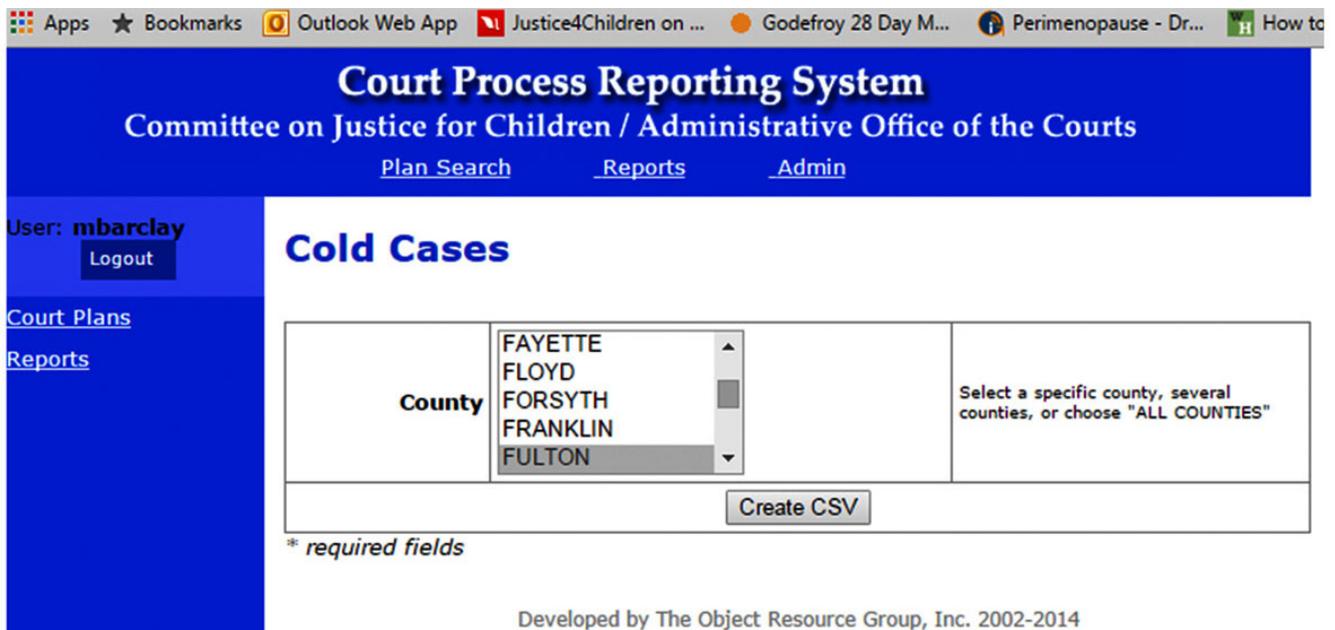
Demographics of the Children on the Cold Case List in 2014

The median age of the children reviewed from the Cold Case list was 14 years (at the time of review), and 20.5% were over 17 years old. About one-fourth were less than 10 years old. Cold Case youth spent on average over four years in custody. A small majority were male (55.3%). African Americans and Caucasians were similarly represented (48.9% African American, 43.3% White, 7.8% Mixed Race), and 4.8% overall were Hispanic.

Cold Case Courts

In 2013, the first Cold Case Court was launched in Fulton County (part of Atlanta, Georgia) under the leadership of Chief Judge Bradley Boyd. Cold Case Attorneys and Fellows Tom Rawlings and Leslie Stewart were appointed as Special Masters by court order which allowed them to run the Cold Case list, do reviews on all the cases, and to convene meetings. The action list produced by those meetings would then be brought before the judges and made into court orders. The list for the Cold Case Court can be run at any time.

A screen shot for how the Fulton Cold Case report is created within minutes using real time data appears below



Building on the success of the Cold Case Project and Cold Case Court in Fulton County, the Juvenile Court Judges in the Tallapoosa (Judge Mark Murphy of Polk and Haralson counties) and Tifton (Judge Render Heard of Tift, Worth and Irwin counties) Judicial Circuits initiated Cold Case Courts for youth on the Cold Case list made from CPRS at the local level. In two years, 178 cases in these three circuits (Fulton, Tallapoosa and Tift) have been reviewed.

Total number of youth served by Cold Case Court in 2013 and 2014

Year	2013*	2014	Total
Cases Reviewed	84	94	178

*all 2013 cases/youth were in Fulton County

Counties served by Cold Case Courts

County	Fulton	Haralson	Polk	Tift	Turner	Worth
Reviewed Cases	123	16	11	19	2	7

Gender

Gender	Female	Male
Foster Children	87	91
Percent	48.9 %	51.1 %

Race

Race	African American	White*	Multiple Race
Children	130	38	9
Percent	73.4 %	21.5 %	5.1 %

*Among White children, 7 were Hispanic (4.0 % of reviewed children).

Age by Category (calculated as of June 30 of the year of review)

Age	0 to 5	6 to 10	11 to 14	15 to 18
Children	14	31	46	87
Percent	7.9 %	17.4 %	25.8 %	48.9 %

Median Age was 14 years. (Mean 12.99)
 Half of children served were between 11 and 16. The youngest was 2 years old.
 Almost half (49%) were 15 or older.

Discharges

Status	Children	Percent
Adopted	35	19.70%
Parental Custody	6	3.40%
Relatives	3	1.70%
Guardianship	12	6.70%
Emancipated	35	19.70%
Custody to Other	2	1.10%
Permanent Voluntary	3	1.70%
Still in Custody	82	46.10%

Among those that have discharged within the Cold Case Courts:

65.7% of those that emancipated signed themselves back into custody (23 out of 35) while 85 of the 178 (47.8 %) are still in custody. The Cold Case Court team is still working to achieve positive outcomes for these children.

These numbers for the three Cold Case Courts show enough success to keep going. Cold Case Courts were implemented in places where the Cold Case Project was not having much traction. The oversight power of the court adds great value, but it is a lot more work for the judges. In the years to come, the Cold Case team will be exploring a balance of work between the Cold Case Project approach versus creating a Cold Case Court.

How the 2014 Funding Was Spent

Using primarily Casey Family Program funding, but combining it with a private grant from the Waterfall Foundation, Court Improvement Program funding and staff, and IV-E reimbursement funding (which started in July 2012 and continued through 2014), the CCP has changed its staffing pattern. In January 2014, the CCP team had seven attorneys, but by December, the CCP team dropped to four attorneys with the addition of one retired social worker and one retired school teacher for the Cold Case Courts. As the foster care child population expanded during 2014, the CCP had to adapt to the fact that many of the social work tasks that were crucial to getting a Cold Case child to a better place for permanency were not getting done. This past year, there have just been too many children coming “through the front door” to get all the social work done for children languishing in foster care.

Unfortunately, with the foster care system expansion up to 10,000 children during 2014, a lot of the problems that were seen to be decreasing by the CCP team in years past, now appeared to be coming back, such as: poorly filled out information in the case file; no continuity of medical care; medications not matching diagnoses; IEP or educational assessments not getting done or being done poorly; multiple placements for children; multiple case managers for children; and children not getting trauma assessments or trauma therapy. As a result, the Cold Case Team hopes to expand to include a broader group of people called “coaches” for 2015 to try something new to institutionalize better practice and outcomes in anticipation of the foster care expansion.

Other experts on call and under contract to the CCP include attorneys with social security application experience, immigration law knowledge and mediation practice; a private investigator; and a DFCS statistician. Waterfall funds were used to set up several visits for children with family and friends when no funding could be obtained otherwise or the funding would be too delayed to make a special date. Permanency counseling has been provided for children identified in need of additional understanding of the legal options and ramifications of permanency in their lives.

This year's team again included a pro bono attorney loaned by Emory University's School of Law, Barton Child Law and Policy Center who was called when a foster child was arrested (whether on the cold case list or not). This pro bono attorney was unfortunately still called in 2014, but fewer times. Several congregate care facilities continue to use the police as a means of behavior modification which is counter-productive in many ways for addressing trauma, and this action creates a juvenile record. One child on the Cold Case list with a very low IQ was arrested at a congregate care facility (police were called by the staff), but with the help of the pro bono attorney, the child's charges were dismissed after a competency exam. This pro bono attorney has been instrumental in helping get children released without having to make bail. This attorney's stories and experiences helped shape some of the recommendations in the 2014 Georgia Child Welfare Reform Council meetings.

See: <https://gov.georgia.gov/child-welfare-reform-council>

Well-Being Measures and Work for Children on the Cold Case List

The Cold Case Project and Cold Case Courts strive to provide well-being benefits in addition to legal permanency. As a result of these efforts, the Educational Programming, Assessment and Consultation Unit of DFCS (E.P.A.C.) still participates in every Cold Case review and call, and made recommendations for every child on the list (in spite of turnover during 2014). In addition, clinical social workers also participated in most calls, and reviewed and made mental health recommendations for every child on the list.

Visitation with family, siblings, and friends increased substantially for many of the children on the Cold Case list in 2014 (including several Fellows themselves taking on children with no visitors). In 2014, the Cold Case Team launched a Faithful Visitors program with several Atlanta churches with statewide networks to establish regular visitors as a priority for children who have no visitors and who are in congregate care facilities or institutions. There are still children in our child welfare facilities with no visitors during holidays and birthdays. The Cold Case Project team plans to expand and strengthen the Faithful Visitor program under the authority of the Office of the Child Advocate for 2015.

Special Attention to Very Medically Fragile Children

Ms. Willcott created a series of special CCP staffings for the medically fragile children, bringing in additional partners to develop a statewide protocol for these highest medical needs children. Foster parents are often afraid to adopt without the long term care that foster care provides. A pilot protocol for 12 children will continue in 2015 with the goal of adoption and guardianship for these children and creation of a statewide protocol.

Education

In 2012, the CCP team reached out to the fairly newly created E.P.A.C. unit created within Georgia DFCS on a number of cold cases. During 2013, E.P.A.C. was dependable to be on the conference calls for children on the Cold Case list but did not deliver as consistently in 2014 when called upon for services due to multiple reasons (including turnover, increase in the general foster child population). A number of children who needed tutoring services were not provided them, or were provided with these services only after escalation efforts by the CCP team. The Office of the Child Advocate and the Committee on Justice for Children are seeking stronger legal advocacy resources in 2015 to get back to a stronger educational support response.

Mental Health Diagnoses and Psychotropic Medications

Since the first year of the Cold Case Project, we have noted that children on the Cold Case list often have a high number of both mental health diagnoses and psychotropic medications. These children are often the victims of severe complex trauma as well. During the Project's second and third year, with the help of Casey Family Programs and the Barton Child Law and Policy Center at Emory University, a psychiatrist was brought onto the Cold Case team to

help with managing the requests for second opinions and to get advice for how to proceed to protect the due process rights of the children. The Barton Center's policy paper was an excellent guide to advocacy on the issue of diagnoses, medications and continuity of medical and mental health care.

In 2013, there was quite a bit of analysis done to find these children in the system, tracking their medications through Medicaid and actively managing these cases better. This work was heavily referenced in the 2013 Cold Case Annual Report.

See: <http://tinyurl.com/l8pn3ko>

However, once again, in the turmoil and child welfare system expansion of 2014, this work has not met its earlier promise. A complex trauma expert was not able to assist us due to unexpected health reasons. The Fellows still saw too many children with diagnoses and medications not matching, and a continued lack of continuity of care was still occurring in a number of cases. The Amerigroup Insurance Company was awarded the sole contract as the managed health care provider for the foster and adoptive child population in April 2014. A managed care system should be part of the solution for both building a stronger oversight system as well as setting up an easier payment system for trauma screening and treatment. The Cold Case team will be working with Amerigroup in 2015 to explore stronger services. The current DFCS Director just hired a new child psychiatrist for the Division so we hope to engage her immediately. The Cold Case Project team plans to create a Cold Case Coaching team to increase the number of people working on these children's cases as well as these systemic problems.

On a positive note, complex trauma summits were held, and trauma/brain science education in general has increased. Trauma assessments are now mandated for all new foster children by Amerigroup.

Engaging CASA

In 2014, having CASAs present at almost every PRT meeting became a reality. Children's CASAs have proved to be some of our best partners on checking and re-checking work. Their diligence and perseverance keeps tasks on track and gets children's cases moving again. The CCP team is committed to having CASAs locally as part of the Cold Case Project team.

Title IV-E Funding

In early 2012, Georgia DFCS provided a contract with the Administrative Office of the Courts (AOC) for the AOC to receive Title IV-E reimbursement for CFP funds used for Cold Case reviews. Those reimbursement funds continued through 2014 and were used to fund the Cold Case Court. In 2014, the reimbursement funds were used to expand the Cold Case Court to several other jurisdictions.

Passage of New Law: Preventing Sex Trafficking and Strengthening Families Act (H.R. 4980)

In Sept. 2014, this new law emerged as a welcome surprise because of its strength and support to the work going on in the Cold Case Project. Based on the summary from Howard Davidson (see link on following page), there are a number of new rights for children 14 and older, including provisions now requiring states to "act promptly" when children go missing. These children must be reported to law enforcement so they can be entered in the FBI missing children's database with additional child specific information. States must also promote foster care normalcy (to address social activities, sports, enrichment, cultural, field trips, and overnight opportunities). The law requires a judicial inquiry at every permanency hearing into steps the agency has taken toward normalcy. The use of APPLA is now disallowed for children under the age of 16, mandating that at every "permanency hearing" the agency document on the record "intensive, ongoing, unsuccessful efforts for family placement." During review of an APPLA plan, the child now must be asked about their desired permanency outcome. If APPLA is to remain the goal, in every

case there must be a “judicial determination” at that hearing of compelling reasons why APPLA remains the best permanency plan for that child.

Every child 14 and older may now select up to two individuals to help them develop their case plan (this provision is designed to exclude people who would normally be at a case plan meeting anyway). The agencies must develop case plans designed to address the “education, health, visitation, and court participation rights” of children 14 and older in order to guide them to “successful adulthood.” Children must also receive key documents upon leaving foster care at age 18 or older, and courts need to inquire about these documents to make sure the children have them. Finally, there is a Department of Health and Human Services mandate to submit a Report to Congress that addresses permanent adult connections for children in foster care every two years, in addition to reporting on state sex trafficking initiatives as well as on children who go missing from care. Moreover, this report must include information on the need for every foster child to have and maintain “long-lasting connections to caring adults, even when [they] must move to another foster family home or [be placed under] supervision of a new caseworker.” This too is one of the key goals of the Cold Case Project, to make sure that at least one adult is consistently connected to the child being reviewed. This law breathes new hope, urgency, and best practice into the daily work of all involved in the child welfare system, including the Cold Case Project team.

For Howard Davidson’s summary, see: <http://tinyurl.com/qdgxbsx>

Lessons learned in 2014

1. Online record reviews were easier in 2014. Our main barrier was “down time” for the GA DFCS SHINES system, but that was a barrier for everyone. We encountered several password problems but they were quickly fixed once escalated.
2. The limitations of the rules of confidentiality worked better in 2014. Ashley Willcott’s office has broad ombudsman authority to do this sort of reviewing which makes everyone comfortable with this work, in addition to CCP’s longevity of merely existing.
3. Complex trauma is still a big part of the children’s history on the Cold Case list. In 2014, a number of stakeholders hosted four Complex Trauma summits around the state of Georgia. Much more training on trauma needs to be done for all stakeholders.
4. Identification of Cold Cases was an integral part of the project. Simply being on the list seems to benefit the case. But this year again shows reviews themselves made a significant difference.
5. The collaborative relationship continues to be very strong between the judicial and executive branches with this work which benefits other parts of the child welfare system as well.
6. A number of our fellows continue to visit and provide experiences to children they have gotten to know on the Cold Case list. One child was taken on a cross country trip with a fellow and supportive friends and colleagues. The child flourished with such an opportunity.
7. Navigating the legislative budget request process was a new experience for the Cold Case team, however moderate success was achieved and half of the budget requested was granted. Thus, this project will be institutionalized with state funds for 2015.

Next Steps for 2015

1. Again, we will continue to run the Cold Case list at least two times per year at a statewide level and it is available at a county level anytime with the Court Process Reporting System.
2. OCA received a grant from GA DFCS to support the Cold Case Project with funding close to one hundred thousand dollars for 2015.
3. We will explore writing up more structure for what a “model” cold case court looks like, as we have multiple theories and not enough observational data.
4. We are setting up a task force to broaden out the “eyes on the list.” We have determined we need a broader range of people and experience to look at both the Cold Case list as well as the “cooler” cases where we know trouble is likely ahead. Our potential group of stakeholders should include therapists, group home providers, Amerigroup staff, CASA representation, and other potential community connections.
5. Strict and routine monitoring of cases after the PRT meetings will continue by email or phone. Fellows will stick to the established protocol of escalating matters when cases are not moving. Through collaboration with DFCS and others, additional resources will continue to be available for local communities to utilize, such as the private investigator or aggressive adoption recruiting.
6. There will be a continued effort to focus on well-being issues of health, education, visitation and family connections, especially with E.P.A.C. and System of Care and to collect measures on related child outcomes.
7. An annual report written jointly by Cold Case team members, J4C staff and DFCS staff with continued data analysis by DFCS, will be published in early 2016.

Conclusion

The reviews and the permanency roundtable meetings are effective in achieving permanency for children whose cases have stalled and become complex. Our data from the past five years shows that reviews are better than business as usual by as much as 30%. Our challenge is to do more reviews, to help our state’s child welfare system improve itself both at the systemic and individual child level, bringing both legal and social work expertise together focused on troubled children’s cases. We are grateful to Casey Family Programs for this opportunity to take risks and to innovate our government’s responses to hard problems. We look forward to sharing our results again next year and we are grateful to the Georgia Legislature for allocating state funds which will allow the Cold Case Team to institutionalize the Cold Case Project as part of our normal operating procedure in 2015.



Tangible Results of Cold Case Project



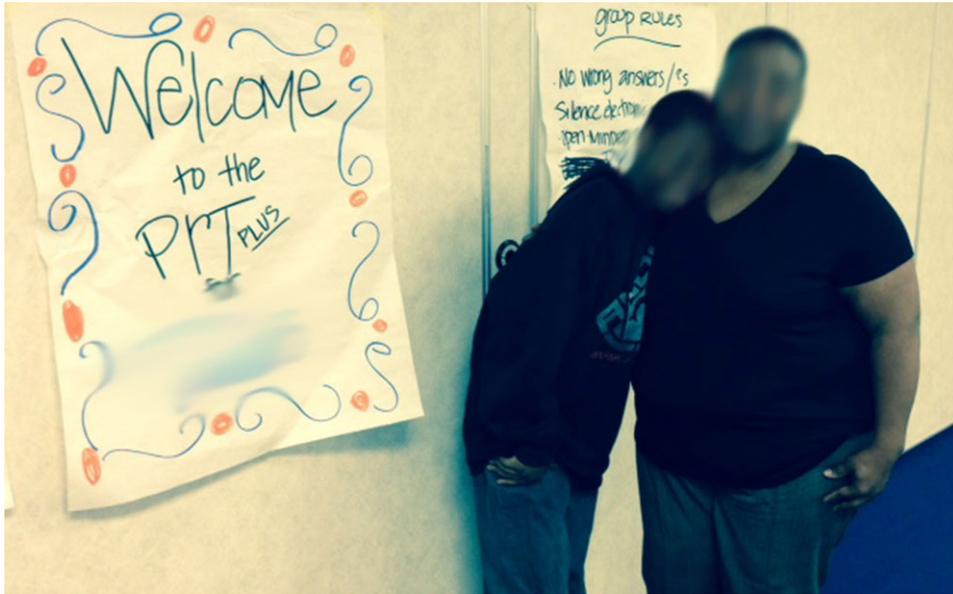
B is in pre - adoptive home awaiting finalization.



The solution for these four children on the cold case list in Douglas County was legal guardianship. A fifth sibling over 18 is also living with the family.



Floyd County -V is a very medically needy child. The cold case team negotiated long term foster care with the same home that will convert to medicaid waiver home at age 18.



Houston City - T is standing with his "mom," now his foster mother. They are moving to be an adoptive family.



T is visiting with his mom in South Carolina. His great aunt is moving through the process to becoming his placement.



Chatham County Superior Court Judge John Morse performed the adoption on this 17 year old child on cold case list one month before she turned 18.

Acknowledgments

Special thanks goes to Dr. Page Walley and Lien Bragg of Casey Family Programs whose knowledge, encouragement and five years of consistent support helped make this project possible; to the transparency and collaborative work with so many leaders at state and local Georgia DFCS offices, but especially to Georgia DFCS Director Bobby Cagle and all his state staff who met with CCP staff monthly in 2014 to work on children’s cases, and Rachel Davidson, our state office DFCS court liaison, Michael Fost, our state DFCS Statistician and Steve Reed, DFCS Director of the Office of Quality Management; to all the Fellows, DFCS Expeditors and Private Investigators and Consultants for their weekly work; to Andy Barclay for his free service of building the predictive model to find the children who needed reviews; to the Object Resource Group for all the CPRS software changes; to all the Special Assistant Attorneys General who took on even more than their normal work for the Cold Case children; to state and local CASA staff and volunteers who came to the PRT meetings when asked; to Judge Bradley Boyd and Judge Willie Lovett of Fulton County Juvenile Court who undertook the tasks to create and sustain the new Cold Case Court; to Juvenile Court Judge Mark Murphy of the Tallapoosa Circuit and Juvenile Court Judge Render Heard of the Tift Circuit who replicated Fulton’s model; to the Fulton County Child Attorneys Office; to the Emory University’s Barton Child Law and Policy Center for its continuous work on systemic solutions for the systems that serve children; to the Multi-Agency Alliance for Children (MAAC), to the Creative Community Services (CCS), Goshen Valley Ranch and all the Georgia providers who took risks and kept working with the CCP; to the Waterfall Foundation and the Community Foundation of Greater Atlanta for flexible grant funds; to the Supreme Court of Georgia and Administrative Office of the Courts, organizations that provide the platform for this project; and finally once again to Justice P. Harris Hines whose unwavering support inspires people to work harder.

2014 Cold Case Team

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Mary Hermann-Attorney Fellow

Thomas Rawlings-Attorney Fellow, Special Master for Cold Case Court
Leslie Stewart-Attorney Fellow-Special Master for Cold Case Court
Tallapoosa Judicial Circuit-Belinda Bentley Cold Case Court Coordinator
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