



Balancing Licensing Workloads: Georgia's Specialized Approach

**2017 NARA Annual Licensing Seminar
September 11, 2017 - Minneapolis, MN**



Georgia Department of Early Care and Learning

Bright from the Start: Georgia Department of Early Care and Learning

www.decal.ga.gov

Presenters

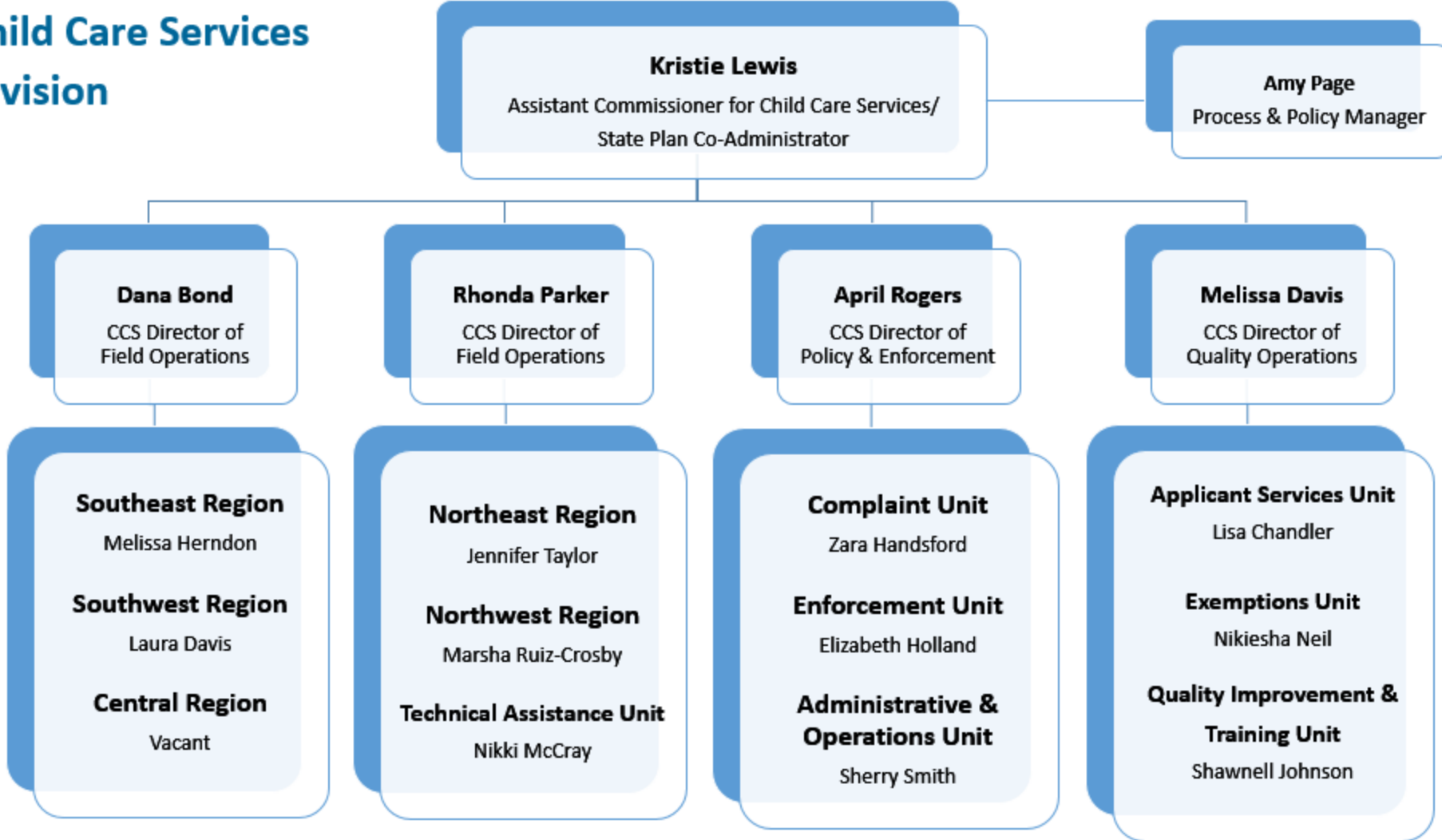
- Amy Page- Child Care Services Process & Policy Manager
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- Randy Hudgins- Senior Research & Policy Analyst
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Session Overview

- Structure of Georgia's licensing division
- Caseload planning & methodology
- Annual inspection planning
- Lessons learned

Licensing Division Structure

Child Care Services Division



Revised 6/7/17

How did we get here?

- 2004- Merger of departments
 - Separate regulatory units for oversight of child care centers and family child care
 - Initial licensing unit- only responsible for new centers
- 2009- Blended caseloads
 - Consultants assumed caseloads with both centers and family homes
- Specialty Units established:
 - 2010- Complaint Unit
 - 2013- Enforcement Unit
 - 2014- Technical Assistance Unit & Exemption Unit

Child Care Services

Regulatory Responsibilities:

- Responsible for **licensing** child care programs throughout the state
 - As of late August, 2017: **4,788** licensed child care programs
 - **3,108** Child Care Learning Centers (**7+ children**)
 - **1,680** Family Child Care Learning Homes (**3-6 children**)
- Child Care Services consultants visit each licensed child care setting **twice** a year to ensure that programs are maintaining **healthy and safe environments**








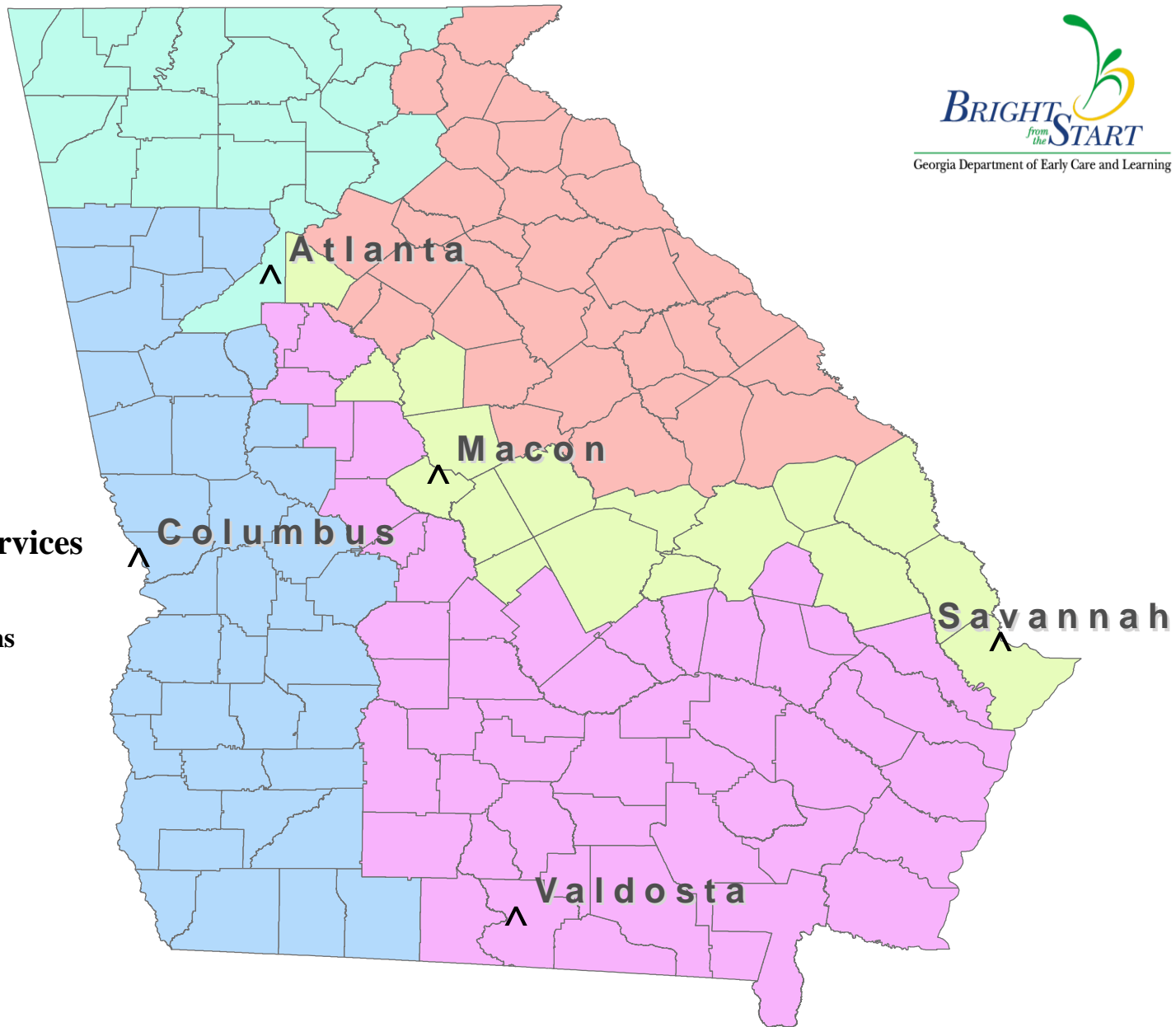
Regulatory Regions

- Five regions across the state
 - Each region has one major metropolitan county
 - Caseloads assigned based on consultant location
- Each region consists of:
 - Region Manager
 - Region Coordinator
 - 10 Child Care Consultants
- Primary responsibilities:
 - Regulatory visits to licensed child care programs
 - Minimum of two per year (licensing study & monitoring visit)
 - Total of **15,069 regulatory visits during FY '17**
 - Complaint investigations for category 3 & 4 intakes (1,552 for FY '17)
 - Amendments, Adverse Actions resulting from repeat non-compliance

Georgia Child Care Services 2016 Field Staff

CCS Licensing Regions (count of counties)

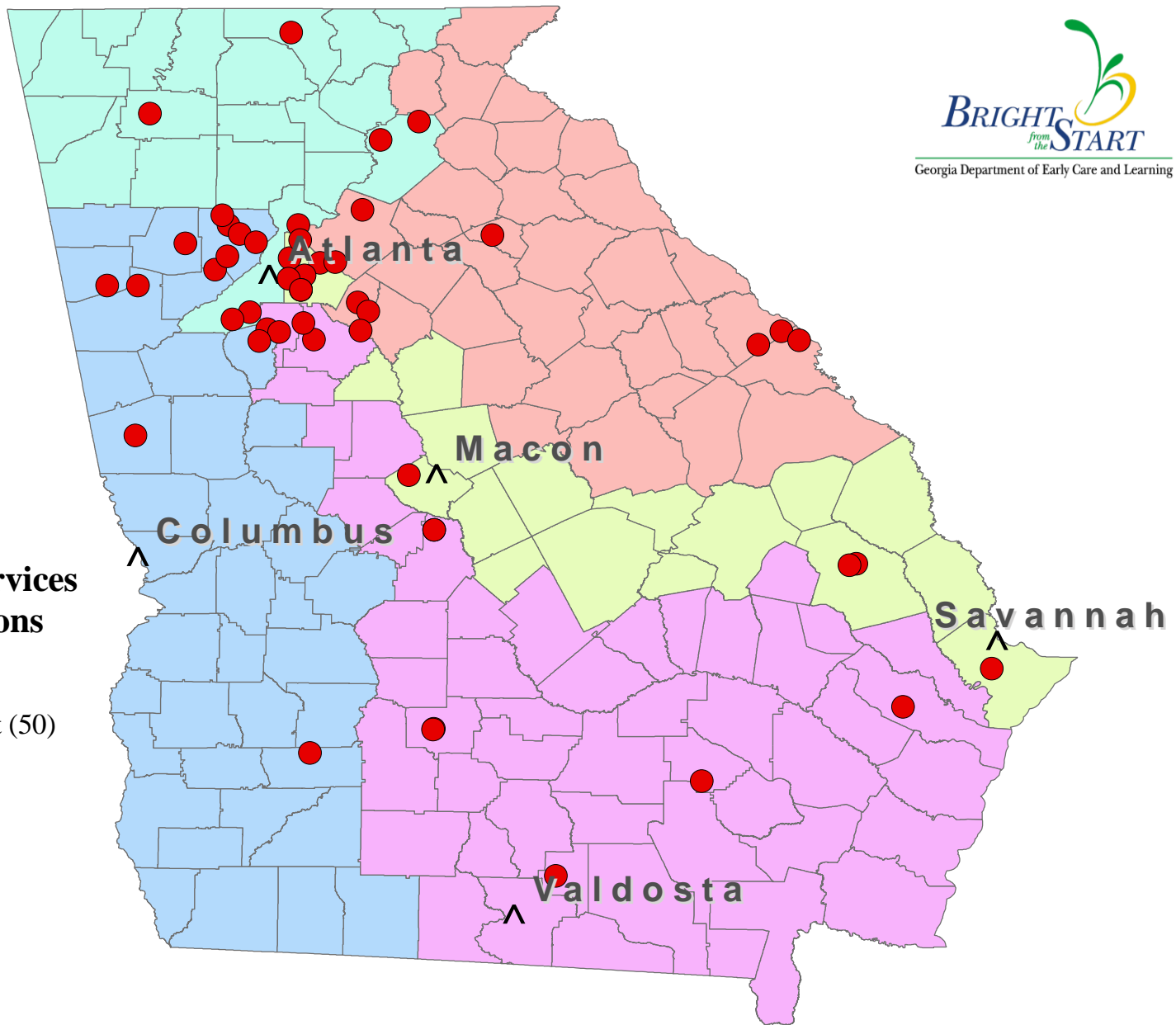
-  Northeast (34)
-  Northwest (20)
-  Central (17)
-  Southeast (49)
-  Southwest (39)



Georgia Child Care Services 2016 Licensing Regions

CCS Field Staff

● Licensing Consultant (50)



Applicant Services Unit

- Statewide Unit
- Consists of:
 - Unit Manager
 - Unit Coordinator
 - 7 Applicant Services Consultants
 - Designated administrative assistant
- Primary responsibilities:
 - Initial licensure of child care facilities
 - Total of 141 center-based and 62 family child care programs were newly licensed during FY '17
 - Monthly orientation sessions for prospective applicants
 - Changes of ownership and changes of location
 - 151 Changes of Ownership and Changes of Location were completed during last fiscal year

Complaint Unit

- Statewide Unit

- Consists of:
 - Unit Manager
 - Two (2) Unit Coordinators
 - 10 Complaint Unit Consultants

- Primary responsibilities:
 - Complaint investigations for category 1 & 2 intakes
 - Total of 565 cat. 1 & 2 complaint investigations during FY '17
 - Process Adverse Actions based on substantiated investigations

Technical Assistance Unit

- Statewide Unit
- Consists of:
 - Unit Manager
 - Unit Coordinator
 - 6 Technical Assistance Consultants
- Primary responsibilities:
 - Provide on-site technical assistance to licensed programs that are deficient in their compliance with the rules and regulations
 - 1,176 technical assistance visits completed during FY '17
 - Conduct routine core rule training throughout the state
 - Provide clarification on the intent of the rules & regulations

Additional Specialty/ Support Units

Administrative & Policy Unit (Manager + 6 administrative assistants)

- Provide administrative support to the Child Care Services division
- Process variances and waivers, open records, support center applications, license fee payments/lawful presence verification affidavits
- Assist providers via email and phone with DECAL KOALA, license fees, lawful presence affidavits, and support center applications

Enforcement Unit (Manager, Coordinator, 4 Specialists & designated administrative assistant)

- Reviews fines, restrictions, denials and revocations for content and accuracy
- Collects unpaid fines through establishing payment plans and alternate use agreements and issuing revocations when needed
- Processed 544 adverse actions for FY '17

Additional Specialty/ Support Units- continued

Quality Improvement & Training Unit

(Manager, 2 Consultants,
5 Critical Response Consultants)

- Supports CCS by updating tools and resources related to quality improvement, reliability and consistency
- Develops and delivers training on rules and policies to CCS staff and providers
- Coordinates onboarding activities for new hires
- Develops and delivers communications about rules and policies to Services staff and child care providers (including provider bulletins, emails, and webinars)

Exemption Unit (Manager + 4 Specialists)

- Review programs that serve children for eligibility to be exempted from child care licensing (includes assessing the type of program, ages served, services provided, etc.)
- Issuing, monitoring and management of exemption certificates once approved

Process & Policy Unit (Manager + Coordinator)

- Manages special projects for Child Care Services
- Coordinates implementation activities of licensing components for CCDF
- Oversees the updates to CCS Policies & Procedures
- Manages rule revision process for CCS

Caseloads

- Total of 4,788 licensed child care programs
- 50 regulatory Consultants = 95.8 programs:consultant
- 100 total Consultant/Coordinator staff = 47.9 programs:consultant*

*Below NARA recommendation of 1:50/ consultant:programs



Determining Weights

(1) Program Size

What is the capacity of licensed programs?

(2) Complaints

How many complaint investigations occurred in the past 12 months? (Licensed or Exempt)

(3) Travel

What county is the program in and how many licensed programs are in that county?

Calculating Weights

Program Size:

- Family Child Care Learning Home = 0.66
- Child Care Learning Center (with capacity under 150) = 1.00
- Child Care Learning Center (with capacity 150 or over) = 1.25

Complaint Investigation in any facility type = 0.33 (look at # of complaints during prior 12 months)

Travel multiplier is as follows:

County Caseload	Travel Multiplier
90+	1.04
40-89	1.08
28-39	1.12
14-27	1.16
0-13	1.20

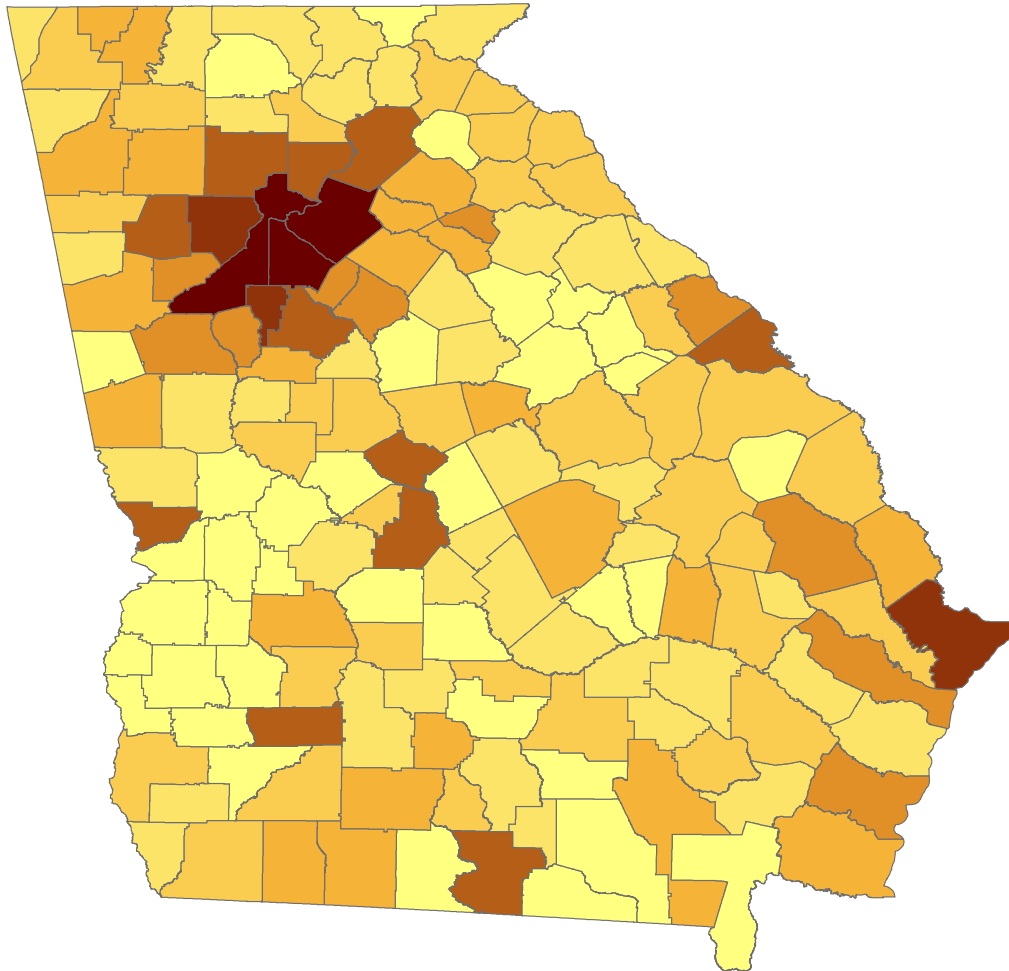
Figuring Program Weights (example)

- Child Care Learning Center with a capacity of 125 = weight of 1.00
- 5 Complaint Investigations in previous 12 months = $5 \times 0.33 = 1.65$
- Located in Fulton Co. (an Atlanta metro Co.) = travel multiplier of 1.04
- 1.00 (program weight) + 1.65 (complaint weight) = 2.65×1.04 (travel multiplier) = 2.76
- Total weight for program = 2.76

County Level Weights

County	Region	CCLC	FDCH	Total Licensed	Sum of Facility Code	Sum of Complaint Code	Sum of Caseload	Travel Multiplier	Travel-adjusted Caseload
Early	SW	2	12	14	9.92	0	9.92	1.2	11.9
Echols	SE	0	1	1	0.66	0	0.66	1.2	0.8
Effingham	CE	22	7	29	27.87	2.31	30.18	1.12	33.8
Elbert	NE	6	8	14	11.28	0.99	12.27	1.2	14.7
Emanuel	CE	9	4	13	11.89	0.66	12.55	1.2	15.1
Evans	SE	3	3	6	4.98	0	4.98	1.2	6.0
Fannin	NW	4	0	4	4.25	0.66	4.91	1.2	5.9
Fayette	SW	28	16	44	41.56	4.29	45.85	1.08	49.5
Floyd	NW	21	10	31	27.85	4.95	32.8	1.12	36.7
Forsyth	NW	57	2	59	68.82	2.97	71.79	1.08	77.5
Franklin	NE	6	3	9	8.48	1.32	9.8	1.2	11.8
Fulton	NW	445	125	570	566.5	80.85	647.35	1.04	673.2
Gilmer	NW	3	0	3	3	0	3	1.2	3.6
Glascokk	NE	1	1	2	1.66	0	1.66	1.2	2.0
Glynn	SE	26	12	38	35.42	2.64	38.06	1.12	42.6
Gordon	NW	6	6	12	9.96	0	9.96	1.2	12.0
Grady	SW	9	18	27	20.88	0	20.88	1.16	24.2
Greene	NE	2	2	4	3.32	0	3.32	1.2	4.0
Gwinnett	NE	225	147	372	349.02	52.14	401.16	1.04	417.2

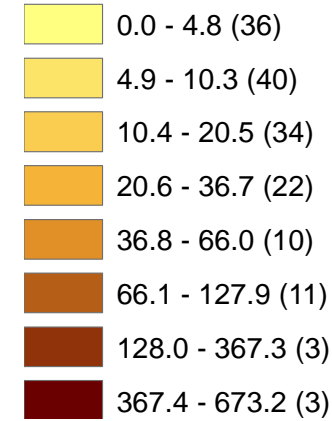
Weighted County Caseloads Across Georgia



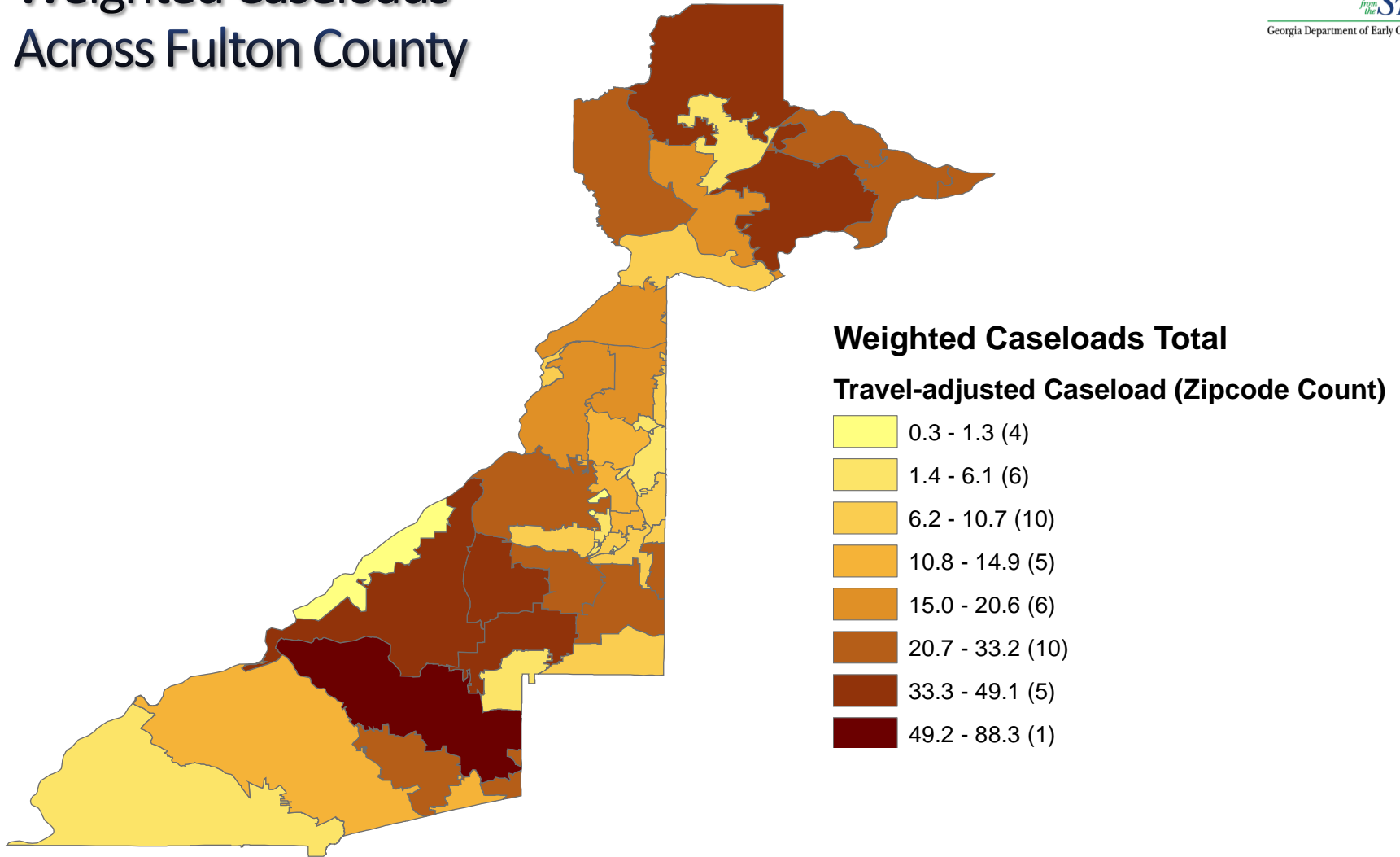
Weighted Caseloads Total

Georgia Counties

Travel-adjusted Caseload (County Count)



Weighted Caseloads Across Fulton County



Regulatory Visits – Licensed programs

- Two unannounced regulatory visits required per fiscal year for each type of program. (CCLC and FCCLH)
- Two regulatory tasks are assigned each Fiscal Year (July 1st – June 30th)
 - Licensing Study (LS)
 - Monitoring Visit (MV)
- Quarter Due Dates
 - 1st quarter (July – September)
 - 2nd quarter (October - December)
 - 3rd quarter (January – March)
 - 4th quarter (April – June)

Annual Planning Period each FY

- Designated two-week period at the beginning of each FY
 - Weighted caseload analysis
 - Distribution/re-distribution of caseloads
 - Region level
 - Consultant level (by county or zip code)
 - Updates to facility assignments in provider data system
 - Generation of annual regulatory tasks to consultants

Consultant: Stacey Foston

Show Calendar

Show Metrics

Show Visits

Show Dashboard

Add New Task

Description	C/CNC	Facility	DueDate
Visits: MV	C	Jones, Linda S,...	6/30/2016
Visits: MV	C	Hamilton, Barba...	8/17/2015
Visits: LS	C	Ferguson, Roch...	6/30/2016
Visits: MV	C	Butterfield's Aca...	12/31/2014
Visits: LS	C	IDLEWILD, 2316...	12/31/2014
Visits: MV	C	Childcare Netwo...	6/30/2016
Visits: LS	C	Herrington, Quin...	12/31/2014
Visits: LS	C	Sams, Elsie M,...	12/31/2014
Visits: LS	C	My Little Darling...	11/30/2014
Visits: MV	C	Newton, Maria, 1...	6/30/2016
Visits: LS	C	Lovett, Edwina...	3/31/2016
Visits: MV	C	IDLEWILD, 2316...	6/30/2016
Visits: MV	C	The New Coven...	9/30/2015
Visits: LS	C	Kat's Little Ange...	6/30/2016
Visits: LS	C	Dixon, Marie W...	3/31/2016
Visits: LS	C	Cossey, Tracy S...	3/31/2016
Visits: LS	C	Jackson, Bettye...	3/31/2016
Visits: MV	C	St. Andrews on t...	6/30/2016
Visits: LS	C	Powell, Cynthia...	12/31/2014
Visits: MV	C	Savannah Chris...	12/31/2014
Visits: LS	C	The New Coven...	3/31/2016
Visits: LS	C	Mike, Lynett M, 4...	3/31/2016
Visits: LS	C	Baker, Ericka A,...	3/31/2016
Visits: LS	C	YMCA Pryme T...	6/30/2016
Visits: LS	C	YMCA Pryme T...	6/30/2016
Visits: MV	C	Roz's Christian...	6/30/2016
Visits: MV	C	Smith, Jistine...	6/30/2016
Visits: LS	C	Halston, Janice...	3/31/2016
Visits: LS	1-NC	Mickee's Acade...	6/30/2016
Visits: LS	C	Train Up A Child...	11/30/2014
Visits: LS	C	Mason, D...	12/31/2014

Day View Week View **Month View**

	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
Aug 3	4	5	6	7	8	
Aug 03 - Aug 09	8:00am Office: 8:20am Travel 8:55am Visits: MV Visits: MV Due D	8:00am Travel 8:50am Visits: L 9:10am Visits: MV Travel	8:00am Leave: An	8:00am Travel 8:50am Visits: C/ Travel 1:10pm Lunch	8:00am Office: Lunch Travel Visits: Field-Othe	9
Aug 10 - Aug 16	10 8:00am Intake	11 8:00am Travel 8:40am Visits: LS Visits: MV Due Dat Travel	12 8:35am Visits: LS Visits: C/MV Due 3:15pm Travel 3:25pm Lunch	13 8:00am Travel 8:45am Visits: LS Visits: MV Due Dat Travel	14 8:00am Office: Ge Lunch Office: General Offi	16
Aug 17 - Aug 23	17 8:40am Visits: POI 9:45am Visits: MV Visits: LS Due Date	18 1:00pm Meetin	19 8:00am Meetings:	20 Visits: LS Due Date	21	22
Aug 24 - Aug 30	24 Visits: LS Due Date Visits: MV Due Dat Visits: MV Due Dat	25 Visits: MV Due Dat Visits: MV Due Dat	26 Visits: MV Due Dat	27 Visits: MV Due Dat Visits: MV Due Dat Visits: MV Due Dat	28	29
						30

Date	Facility	Task	Comments	CreatedBy

Challenges/ Lessons Learned

- Important to have data-driven systems in place in order to monitor workloads/ productivity
- Strong state-wide telework policy is essential
- Critical to have a system of checks & balances for processed work and travel approval
- Incorporating required visits to license-exempt programs receiving CCDF subsidy into caseload analysis



Contact DECAL

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