

Child Welfare Outcomes Dashboard

Five dashboard pages built from seven tables. Plan on 45 to 60 minutes for the full rebuild.

1. Files and data model

Use **Child Welfare Outcomes - Data Tables.xlsx** (one table per sheet) or the matching CSV files in the data folder. County codes are stored as text with leading zeros. In the data source, set **county_code** to String if Tableau guesses a number.

Table	Grain	Relate to
Counties	One row per county (30)	Base table
County Indicators	County, FFY, indicator: numerator and denominator	Counties on county_code; Indicator Reference on indicator_id
Indicator Reference	One row per indicator (7), with definitions, multiplier, desired direction, national performance	County Indicators and Statewide RSP on indicator_id
Statewide RSP	FFY and indicator: fictional RSP with 95% interval and comparison result	Indicator Reference on indicator_id
Entry Cohort Detail	County, FFY, age group, race and ethnicity, sex	Counties on county_code
Exits by Reason	County, FFY, exit reason	Counties on county_code
Children in Care	County and FFY: count on the first and last day	Counties on county_code

Use relationships (the noodle view), not joins, so each fact table keeps its own grain. Rename fields to title case when Tableau offers (for example, ffy becomes Ffy). Indicator definitions and national performance values: Source: U.S. Department of Health and Human Services, Administration for Children and Families, Children's Bureau, CFSR Technical Bulletin #13A (Amended), June 8, 2022. All state and county values are fictional.

2. Parameters

Parameter	Type	Values	Used on
p Indicator	String list	MIC, RECUR, P1, P2, P3, REENTRY, PS, with display aliases from indicator_name	Counties
p Year	Integer list	2021 to 2025, default 2025	Statewide trends cards, Counties, Demographics

Region and County are ordinary quick filters. Apply them to all sheets that use the same data source, and show them in one row at the top of each page.

3. Calculated fields

Observed Value

```
SUM([Numerator]) / SUM([Denominator]) *  
MIN([Multiplier])
```

The county or state value for the selected indicator. Percent indicators have a multiplier of 1, so format this field as a percentage on percent sheets and as a number with two decimals on rate sheets.

State Numerator

```
{ FIXED [Ffy], [Indicator Id] :  
SUM([Numerator]) }
```

Statewide total that ignores region and county filters.

State Value

```
MIN([State Numerator]) / MIN([State  
Denominator]) * MIN([Multiplier])
```

Statewide observed value for the same year and indicator.

Difference from State

```
[Observed Value] - [State Value]
```

Shown in the ranking table. Multiply by 100 in the number format for percent indicators (points).

Performance Band

```
IF ABS([Relative Betterness]) < 0.05 THEN "4  
Near state value"  
ELSEIF [Relative Betterness] >= 0.30 THEN "1  
Much better"  
ELSEIF [Relative Betterness] >= 0.15 THEN "2  
Better"  
ELSEIF [Relative Betterness] > 0 THEN "3  
Slightly better"  
ELSEIF [Relative Betterness] <= -0.30 THEN "7  
Much worse"  
ELSEIF [Relative Betterness] <= -0.15 THEN "6  
Worse"  
ELSE "5 Slightly worse" END
```

Seven ordered bands. The leading digit keeps the legend in order; hide it with an alias if you prefer.

County Rank

```
RANK([Direction Sign] * [Observed Value],  
"desc")
```

Table calculation computed along County Name.

Observed Label

```
IF MIN([Value Type]) = "Percent"  
THEN STR(ROUND([Observed Value] * 100, 1)) +  
"%"  
ELSE STR(ROUND([Observed Value], 2))  
END
```

Text label for tiles and tables, so one field displays correctly for both percent and rate indicators.

State Denominator

```
{ FIXED [Ffy], [Indicator Id] :  
SUM([Denominator]) }
```

Direction Sign

```
IF MIN([Desired Direction]) = "Lower" THEN -1  
ELSE 1 END
```

Turns every comparison into "positive means better."

Relative Betterness

```
[Direction Sign] * ([Observed Value] - [State  
Value]) / [State Value]
```

Drives the tile color and the ranking.

Small Number Flag

```
IF MIN([Value Type]) = "Percent" THEN  
SUM([Denominator]) < 30  
ELSE SUM([Numerator]) < 10 END
```

Put on Detail and use it to add the striped pattern note or a "Small number" label.

Indicator Filter

```
[Indicator Id] = [p Indicator]
```

Add to Filters and keep True. Same pattern for [Ffy] = [p Year].

RSP Plot

```
IF MIN([Value Type]) = "Percent" THEN  
SUM([Rsp]) * 100  
ELSE SUM([Rsp]) END
```

Statewide RSP on a display scale for the trend charts. The fields come from two related tables, so the calculation is aggregated. Make matching fields for Rsp Lower 95 and National Performance.

Comparison Icon

```
[Compared To National]
```

Map to shapes: check for Better, equals sign for No different, warning triangle for Worse. Always show the text label beside the icon.

All Children Reference

```
WINDOW_SUM(SUM([Exits To Permanency 12mo])) /  
WINDOW_SUM(SUM([Entries]))
```

Table calculation across the group dimension. Use as a reference line labeled "All."

Group Small Flag

```
SUM([Entries]) < 30
```

Color small groups gray on the Demographics page.

Band Width

```
[Rsp Upper 95] - [Rsp Lower 95]
```

Stack on top of a transparent Rsp Lower 95 area to draw the 95% interval.

Permanency in 12 Months (Entry Cohort)

```
SUM([Exits To Permanency 12mo]) /  
SUM([Entries])
```

Used on the Demographics page.

Moves per 1,000 Days

```
SUM([Placement Moves]) / SUM([Days In Care]) *  
1000
```

Exits to Permanency Share

```
SUM(IF [Exit Reason] = "Reunification" OR  
[Exit Reason] = "Adoption"  
OR [Exit Reason] = "Guardianship" OR [Exit  
Reason] = "Living with relative"  
THEN [Exits] END) / SUM([Exits])
```

KPI on the Entries and exits page.

4. Pages, sheets, and layout

Set each dashboard to a fixed size of 1600 by 1000. Put a navy title band across the top (a text object with fill #13355A), the filters in one row under it, and the data note in a footer text object.

Statewide trends

- **KPI cards (7 sheets or one sheet with Indicator Id on Columns):** Observed Label as the large number, RSP with interval and national performance as smaller text, and Comparison Icon with its label. Filter to p Year.
- **Trend small multiples:** Ffy on Columns, RSP Plot on Rows as a line, with a second axis carrying the stacked area (Rsp Lower 95 set to no color, then Band Width in light blue). Synchronize the axes and hide the second one. Add National Performance as a reference line (solid gray, labeled). Put Indicator Name on Rows or build seven copies so each axis has its own range.

Counties

- **Tile grid:** Tile Col (discrete) on Columns, Tile Row (discrete) on Rows, square marks sized to fill the cell, Performance Band on Color using the seven-step palette below, County Name and Observed Label on Label, Small Number Flag on Detail.

- **Ranking table:** County Rank, County Name, Region, SUM(Denominator), Observed Label, Difference from State. Sort by County Rank. Add a sparkline sheet (Ffy on Columns, Observed Value on Rows, independent axes) beside it.
- **County trend:** Ffy on Columns, Observed Value and State Value as two lines, driven by a dashboard filter action from the tile grid and the table.

Entries and exits

- KPI text sheets for entries, exits, children in care on the last day, and Exits to Permanency Share.
- Side-by-side bars of SUM(Entries) and SUM(Exits) by Ffy (Measure Names on Color). Keep these two measures on one axis because they share the same unit.
- Stacked bars of SUM(Exits) by Ffy with Exit Reason on Color, in this order: Reunification, Adoption, Guardianship, Living with relative, Emancipation, Other exit.
- Stacked bars for the entry cohort: SUM(Exits To Permanency 12mo) and SUM(Entries) minus that value, with the percentage as a label.
- Line of SUM(In Care Last Day) by Ffy.

Demographics

- Horizontal bars of Permanency in 12 Months by Age Group, by Race Ethnicity, and by Sex, each with All Children Reference as a reference line and Group Small Flag on Color.
- Horizontal bars of Moves per 1,000 Days by Age Group, and of SUM(Entries) by Age Group and by Race Ethnicity.

About the data

A text page with the indicator definitions table (from Indicator Reference), the source line for national performance, and the notes on RSP, small numbers, and reporting periods. Copy the wording from the HTML dashboard.

5. Colors

Use	Colors
Header band and text	■ #13355A navy, ■ #C9A227 tab underline, ■ #18212C text
Main series, RSP line	■ #2F6BB3, interval band ■ #D6E3F3, national line ■ #5B6470
Categories (in order)	■ #2F6BB3 ■ #D9822B ■ #2A9D8F ■ #8E5EA2 ■ #B8A12A ■ #8A94A3
Performance bands 1 to 7	■ #1F4F8A ■ #4F82C0 ■ #A9C4E4 ■ #E9EBEE ■ #F2B3A6 ■ #D9604A ■ #A3271B
Comparison text	■ #1D6F3B better, ■ #5B6470 no different, ■ #B3261E worse

The file **Child Welfare Palettes for Tableau.tps.txt** in this folder holds these colors as custom palettes. Paste its contents into Preferences.tps in your My Tableau Repository folder and restart Tableau.

6. Check your numbers

With no filters and FFY 2025 selected, the rebuilt dashboard should show these statewide values: 4,391 entries, 5,816 children in care on September 30, permanency in 12 months for children entering care of 33.5% (1,473 of 4,391), placement stability of 5.24 moves per 1,000 days, and reentry of 6.4% (195 of 3,050). Millbrook County should rank 26th of 30 on placement stability.