

Child and Family Services Agency FY2020

Agency Child and Family Services Agency

Agency Code RLO

Fiscal Year 2020

Mission The mission of the Child and Family Services Agency (CFSA) is to ensure the safety, permanence, and well-being of abused and neglected children in the District of Columbia and to strengthen their families.

Strategic Objectives

Objective Number	Strategic Objective
1	Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood.
2	Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe.
3	Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement.
4	Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care.
5	Create and maintain a highly efficient, transparent, and responsive District government.

Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
1 - Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood. (3 Measures)					
Share of exits to a permanent home	Up is Better	83.3%	84.7%	87%	85%
Share of youth engaged in aftercare services	Up is Better	97.7%	98%	95.6%	95%
Share of youth age 20 who are employed or in post-secondary education	Up is Better	66.7%	72.3%	69.6%	70%
2 - Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe. (3 Measures)					
New entries into foster care	Down is Better	275	280	307	330
Number of removals from in-home within one year	Down is Better	87	173	145	165
Share of investigations initiated within 48 hours	Up is Better	91%	90.7%	91.2%	95%
3 - Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement. (6 Measures)					
Share of children/youth getting a health screening before an initial and reentry foster care placement	Up is Better	97%	96.1%	96.3%	95%
Share of youth age 11 and older getting a pre-placement substance abuse screening	Up is Better	94%	81.1%	90.1%	90%
Share of youth in foster care who complete vocational training and/or receive industry certification	Up is Better	68%	76.1%	80%	70%
Percent of children ages 0-5 getting a developmental screening within 30 days of entering care	Up is Better	94%	95.8%	92.2%	90%
Percent of youth in foster care who graduate from high school	Up is Better	68%	67.3%	73.1%	70%
Percent of youth in foster care who graduate from college	Up is Better	8%	18.6%	11.1%	20%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
4 - Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care. (3 Measures)					
Percent increase of relative placements (kinship care)	Up is Better	24%	24%	27.5%	28%
Percent of placements in family foster homes	Up is Better	84%	82.1%	82.4%	85%
Percent of foster care placements within the District of Columbia	Up is Better	47%	49.4%	49.8%	55%

Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	93.8%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	99.9%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	25%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management - Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

Operations

Operations Header	Operations Title	Operations Description	Type of Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Exit to Positive Permanency - Every child and youth exits foster care as quickly as possible for a safe, well-supported family environment or life-long connection. Older youth have the skills for successful adulthood. (2 Activities)			
TEEN SERVICES ACTIVITY	Dedicated Services for Older Youth In Foster Care	The Office of Youth Empowerment (OYE) serves older youth, ages 16 to 21, in care. OYE provides programs, services, and supports to prepare these young people for successful adulthood while continuing to seek permanent homes for them through reunification, guardianship, or adoption.	Daily Service
COMMUNITY PARTNERSHIP SERVICES	After Care Services	CFSA will work with community partners to provide Aftercare services to Foster Care Youth who Age out of Foster Care.	Daily Service
2 - Narrowing the Front Door - Children will have the opportunity to grow up with their families and are removed from their families only when necessary to keep them safe. (2 Activities)			
COMMUNITY PARTNERSHIP SERVICES	In-home Services Administration	Monitors and assists families through 10 social work units co-located with the Healthy Families/Thriving Communities Collaboratives. This administration also manages the agency's rapid housing program which assists kin, transitioning youth, and families reunifying with housing resources.	Daily Service
CHILD PROTECTIVE SERVICES- INVESTIGATIONS	CPS-I	Maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and necessary investigative responses.	Daily Service
3 - Ensure Child Well Being - Every child is entitled to a nurturing environment that supports healthy growth and development, good physical and mental health, and academic achievement. (2 Activities)			
HEALTHY HORIZON'S CLINIC	Health Services Administration	Provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.	Daily Service
WELL BEING	The Office of Well-Being	The Office of Well-Being plays a leadership role in defining, supporting, and enhancing the overall well-being of children and youth involved with child welfare. CFSA uses trauma-informed and evidence-based practices, with the goal of achieving measurable and meaningful outcomes in the well-being domains of education, cognitive functioning, physical health and development, emotional and behavioral functioning, and social and emotional functioning within the context of a trauma-informed system. The Office of Well-Being includes four specialty areas (education, substance abuse, domestic violence, and day care) that support these outcomes, in addition to the Health Services Administration that provides in-house medical screenings for children and youth before entry into out-of-home care and a full medical evaluation within 30 days.	Daily Service
4 - Foster Care is a Temporary Safe Haven - Foster care is a temporary safe haven, with planning for permanence beginning the day a child enters care. (4 Activities)			
PERMANENCY	Program Operations - Permanency	Provides permanency support, consultation, technical assistance, training and case management for children from inception of concurrent permanency planning through finalization of adoption or guardianship.	Daily Service
FAMILY RESOURCES	Foster Care Resources Administration	Recruits District-based foster care resources, and identifies group homes and independent living programs for children and youth; provides support to foster and adoptive parents and coordinates service monitoring of CFSA contracts with private providers who manage a portion of the caseload of children and youth in out-of-home care. These providers operate networks of foster homes and congregate care facilities (group homes and independent living programs). NOTE - THIS LANGUAGE TO CHANGE IN SEPTEMBER WINDOW	Daily Service
CHILD PLACEMENT	Placement Services Administration	Identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
KINSHIP SUPPORT	Kinship Support Administration	Conducts Family Team Meetings to prevent removal, when possible, and conducts other activities to engage and support relatives in caring for their children.	Daily Service
5 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)			
INFORMATION TECHNOLOGY ACTIVITY	Child Information Systems Administration (CISA)	CISA (Child Information Systems Administration) is the technological center for CFSA. CISA maintains and operates technology used to improve child welfare performance and outcomes. The Comprehensive Child Welfare Information Systems (CCWIS) changes and improvements is led by this administration.	Key Project

Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
2 - CPS-I (2 Measures)			
Total hotline calls received	16,949	18,761	19,906
Total number of new investigations	4158	4934	5593
2 - In-home Services Administration (2 Measures)			
Number of in-home families served	549	481	532
Number of in-home children served	1525	1366	1404
4 - Placement Services Administration (1 Measure)			
Number of out-of-home children served	898	839	796

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Child Information Systems Administration (CISA) (1 Strategic Initiative)		
Comprehensive Child Welfare Information System	CFSA started a multi-year initiative to modernize the legacy child welfare information system in FY19, conducting planning and procurement activities. In FY20 CFSA will continue improving data quality in the systems in use, continue streamlining business processes and onboard vendors to support the implementation activities. In the first quarter, CFSA will release two RFPs first for system integration and second for an independent, verification and validation vendor. While proposal evaluation is taking place, CFSA will establish an oversight framework by detailing staff, conducting training, and establishing tracking processes and tools. The team's primary focus during the initial two quarters will be business process changes in advance of bringing new technologies. CFSA anticipates issuing an award in Q3 or Q4 of FY20.	09-30-2020
Health Services Administration (1 Strategic Initiative)		
Oversight of Children's Specialized Health Needs	CFSA's Nurse Care Manager Program (NCMP) enhances child well-being through management and oversight of all medical and health related social, educational, and other needs for children in foster care with specialized needs who do not have care coordination provided in the community. Upon entry into foster care, children's needs are assessed during the initial placement screening or thirty-day comprehensive physical and Nurse Care Managers (NCM) are assigned as appropriate. Social workers can also refer clients if specialized needs emerge following a child's entry into care. NCMs are assigned to medically fragile children for coordination of services/supports and to engage all staff/provider agencies assigned to each child, and data will be analyzed on a quarterly basis to track the number of new referrals and closures. Care coordination continues until appropriate supports are established in the community, for example through Health Services for Children with Special Needs (HSCSN).	09-30-2020

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
In-home Services Administration (2 Strategic initiatives)		
Families First DC	CFSA will lead the District in the planning phase of the Families First DC initiative, a primary prevention strategy designed to empower families, integrate services, and meet the needs of at-risk families who have not yet come to the attention of CFSA. CFSA and partner organizations will stand up Community Advisory Committees to assess the landscape of identified service needs and gaps in each neighborhood, which will inform the design of the centers that will facilitate access to specific government and community resources. CFSA will select organizations to implement the Family Success Centers in each neighborhood and craft specific timelines to open the doors of each Family Success Center in FY20.	09-30-2020
Family First	CFSA will implement the Title IV-E Five Year Prevention Plan in FY20. The Prevention Plan will bolster prevention efforts with targeted evidence-based programming to strengthen families and prevent child abuse and neglect. By leveraging federal dollars to claim for prevention services to meet the needs of CFSA's candidate families and pregnant/parenting CFSA youth who are in/recently exited care in FY20, local dollars will be directed further upstream to benefit local primary prevention efforts that will benefit at-risk families who have not yet come to the attention of CFSA. CFSA will develop/refine partnership agreements with service providers and monitor referral pathways to assess their value. CFSA will finalize an evaluation of selected promising and evidence-based interventions and perform continuous quality improvement to monitor the effectiveness of evidence-based interventions. Analysis completed during FY20 will be used to refine/update the Prevention Plan in the following year.	09-30-2020
Program Operations - Permanency (2 Strategic initiatives)		
Supervision of Siblings of Children in Foster Care	CFSA will reinforce its policy on Standards for Ongoing Case Management of Children at Home with a Sibling in Foster Care, issued in October 2018. This policy informs Social Workers to visit, assess, and case manage children remaining in the home if supports/services are needed. When ongoing safety issues are present, Social Workers will make hotline reports for abuse/neglect. The completion of at least monthly visits to the children in this population will be monitored on a monthly basis.	09-30-2020
DC and Maryland Information Exchange	CFSA participates in quarterly interjurisdictional meetings with Maryland concerning services to child welfare families and children. Information is shared and presented to solve issues, make recommendations, and provide updates to topical areas resulting from the meeting's agenda. CFSA will maintain this communication model to ensure the exchange of information, challenges, and supports/services to child welfare families and children being served in both jurisdictions according to each jurisdiction's laws and policies.	09-30-2020