

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



**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.

**Summary of Services** The DC Child and Family Services Agency (CFSA) operates a 24-hour hotline and is a first responder to reports of child abuse and neglect in the District. Essential functions also include supporting and strengthening at-risk families, protecting children through foster care when necessary, and managing adoption of children who cannot return to their birth homes. CFSA works with community partners to expand the range of neighborhood-based services that help to prevent child abuse/neglect and support District families before, as well as after, they become involved with child welfare. CFSA also works with public and private partners to expand the network of resources serving child and youth victims of abuse/neglect and those at risk. The agency is divided into two core offices: Program Operations and Office of the Director.

**2020 Accomplishments**

Accomplishment	Impact on Agency	Impact on Residents
Lashawn v. Bowser Lawsuit	After successfully renegotiating the lawsuit in 2019 and decreasing the number of benchmarks from 88 to 23, CFSA engaged in further negotiations with the plaintiff in 2020 and the Judge approved the agreed upon Settlement Agreement in August 2020. CFSA is poised to exit the LaShawn lawsuit in January 2021 (with formal exit being approved by the court during the hearing in June 2021). In 2021, CFSA will publish two reports detailing our performance and data will be validated by the Center for the Study of Social Policy. The end of the lawsuit will enable CFSA to build a new performance evaluation framework built on national best practices and to fully pivot away from a culture of achieving compliance.	When CFSA is no longer constrained by the requirements of the lawsuit, the agency will be able to be more flexible and focus more resources to meet the needs of the families we serve.
Families First DC	Since Families First DC is a full upstream prevention model that works with families who have not had any involvement with DC, the programs will prevent some families from coming to the attention of the agency. This maintains agency resources for the families who truly need child welfare services.	Ten family success centers were launched throughout the District closing out the development/planning phases for Families First DC. CFSA collaborated with local agencies/organization to increase prevention services in the community. Families are able to access services/resources near their home for more immediate delivery. Families are strengthened and able to maintain children in their homes and communities. During COVID, CFSA was able to support the identified family success centers to help meet the basic needs of DC residents.
Family First	The Motivational Interviewing model teaches professionals how to empower families and children toward change. This has increased the agency's impact in the community and bolster its ability to decrease permanent removals of children. All eligible families have prevention plans outlining the services needed to prevent the removal of children. Significant technology enhancements were made to the SACWIS system to promote better tracking of data shared with the Collaboratives, other DC government agencies, and community based providers.	As case management and prevention services continue, the community will receive quality evidence-based services provided by professional staff, to prevent children entering foster care. Focusing on supporting families with prevention services positively shifts the agency's relationship with families to be less punitive.

**2020 Key Performance Indicators**

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>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)</b>												
Share of exits to a permanent home	Quarterly	83.3%	84.7%	87%	85%	88.2%	80.8%	91.8%	94.4%	88.5%	Met	
Share of youth engaged in aftercare services	Annually	97.7%	98%	95.6%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.65%	Met	
Share of youth age 20 who are employed or in post-secondary education	Quarterly	66.7%	72.3%	69.6%	70%	78%	64.9%	61.8%	79.4%	71.2%	Met	
<b>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)</b>												
New entries into foster care	Quarterly	275	280	307	330	51	34	54	33	172	Met	
Number of removals from in-home within one year	Quarterly	87	173	145	165	21	11	20	11	63	Met	
Share of investigations initiated within 48 hours	Quarterly	91%	90.7%	91.2%	95%	95.2%	92.8%	93.1%	92.3%	93.5%	Nearly Met	We continue to show improvement with this indicator. In FY19 CFSA achieved 91.2% for this indicator. A midshift was created to address gaps in coverage leading to an FY20 performance of 93.5%.
<b>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)</b>												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Share of children/youth getting a health screening before an initial and re-entry foster care placement	Quarterly	97%	96.1%	96.3%	95%	96.6%	90.9%	96.2%	83.3%	93.1%	Nearly Met	This indicator showed its sharpest decline during Quarter 4. Of the five children represented as not having a health screening, 3 children had their health screenings 1 day post placement and 1 child had a screening 2+ days after placement. Only one child was not screened of the 30 children with initial placements.
Share of youth age 11 and older getting a pre-placement substance abuse screening	Quarterly	94%	81.1%	90.1%	90%	84.9%	98.8%	98.6%	98.2%	95.8%	Met	
Share of youth in foster care who complete vocational training and/or receive industry certification	Annually	68%	76.1%	80%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	71.43%	Met	
Percent of children ages 0-5 getting a developmental screening within 30 days of entering care	Quarterly	94%	95.8%	92.2%	90%	94.1%	87.5%	89.5%	88.9%	90.6%	Met	
Percent of youth in foster care who graduate from high school	Annually	68%	67.3%	73.1%	70%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	69.23%	Nearly Met	Children who achieve permanency exit foster care and have the option to voluntarily continue with CFSA's Office of Youth Empowerment. Because of this, some children's graduation achievement isn't reported/updated. Some children also need more support/time to meet graduation requirements and remain enrolled for the new school year.
Percent of youth in foster care who graduate from college	Annually	8%	18.6%	11.1%	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11.11%	Unmet	Many of the youth who did not graduate opted to seek employment as they were close to transition from care and saw this as a priority. Others made an informed decision to set college aside, as they no longer had an interest.
<b>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)</b>												
Percent increase of relative placements (kinship care)	Quarterly	24%	24%	27.5%	28%	28.4%	30.9%	29.9%	28.1%	29.3%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of placements in family foster homes	Quarterly	84%	82.1%	82.4%	85%	81.1%	79.5%	80.2%	78.2%	79.8%	Nearly Met	CFSA continues to decrease the amount of children remaining in foster care. Family based foster home placements continues to be the leading placement type for foster care children. Children continue to be placed according to their needs, safety, and well-being.
Percent of foster care placements within the District of Columbia	Quarterly	47%	49.4%	49.8%	55%	50%	50.8%	49.6%	49.9%	50.1%	Nearly Met	CFSA continues to identify the best placement for children according to needs, safety, and well-being. Even though children might not be placed within the city, we prioritize placing children with kin who may reside outside the District.

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>2 - CPS-I (2 Measures)</b>							
Total hotline calls received	18,761	19,906	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14,046
Total number of new investigations	4934	5593	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4952
<b>2 - In-home Services Administration (2 Measures)</b>							
Number of in-home families served	481	532	Annual Measure	Annual Measure	Annual Measure	Annual Measure	693
Number of in-home children served	1366	1404	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1309
<b>4 - Placement Services Administration (1 Measure)</b>							
Number of out-of-home children served	839	796	Annual Measure	Annual Measure	Annual Measure	Annual Measure	693

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>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)</b>			
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
<b>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)</b>			
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
<b>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)</b>			

Operations Header	Operations Title	Operations Description	Type of Operations
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
<b>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)</b>			
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
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
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)</b>			
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

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Child Information Systems Administration (CISA) (1 Strategic Initiative)</b>				
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.	50-74%	CFSA continues to manage the procurement process for the new CCWIS System Integrator (SI) RFP which was released in November 2019. The top 5 vendors were invited for "in person" presentations virtually that were completed by July 8, 2020 and vendors responded by August 10, 2020. The Procurement office at CFSA is currently reviewing the rankings and discussing matters with the Office of the Attorney General. In parallel to this procurement CFSA continues to refine the data requirements and prepare the agency for the formal start of the vendor development. Preparations have resulted in a decline of duplicate data in the legacy system (up to 93% unique clients).	This initiative is a part of a three year process that began in FY19.
<b>Health Services Administration (1 Strategic Initiative)</b>				
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).	Complete	In FY20, the NCM program provided medical oversight for a total of 337 children in foster care. In Quarter 4, there were three special needs children added, and four chronically ill children, ending Quarter 4 with a total of 28 special needs children served. There were two discharges as a result of an out of state placement and one child expired. There were four children classified as medically fragile during Quarter 4. There were a total of ten medically fragile children in FY20, and one child who expired.	
<b>In-home Services Administration (2 Strategic initiatives)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	Complete	Mayor Bowser officially launched the Family Success Centers beginning the Implementation Phase. For Q4, each center established the Community Advisory Councils, staffed centers, instituted programming, met requirements for the grant and performance monitoring deliverables. The FFDC team strategized with several DC Government agencies for integration of services, as well as with the internal/external community-based organizations for seamless connections for families to access services through a formalized and structured system.	
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.	75-99%	CFSA continued to refine and enhance its Family First Implementation business processes in (Q4) which was aided by the announcement from the Children's Bureau of the approval of Motivational Interviewing (MI) as a core case management function in our approved prevention plan. CFSA will continue to track and analyze progress to implement improvements and continue engagement with the Continuous Quality Improvement subgroup of the Prevention Work Group.	This initiative will continue to be reported quarterly in FY21. FY20 goals will be completed and new goals will be reported for this initiative as well.
<b>Program Operations - Permanency (2 Strategic initiatives)</b>				
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.	50-74%	Social workers and family support workers continue to assess the safety of siblings of children in foster care. COVID-19 has posed some challenges with in-person visitation, but the agency has made the effort to see children who have high risk factors and attempted to reach children by video. CFSA ensured that all foster homes are equipped to complete virtual visits as well as for birth parents involved in reunifying with their child.	This initiative will continue into FY21 to be reported quarterly. Plans for improved data and tracking are underway.
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.	Complete	On August 20th, representatives from Prince Georges County (MD) Department of Social Services, the National Center for Children and Families, and various members of CFSA's staff participated in the regularly scheduled quarterly meeting to discuss updates since operating during the public health emergency. Discussion topics included the following: distribution of safety kits to staff; virtual platforms used for interviews, court hearings, etc.; an updated contact list of CFSA's collaboratives as well as a refresher on the referral process; return to school preparations; resuming in-person visits; and the handling of placement disruptions during the pandemic.	