CHILD AND FAMILY SERVICES AGENCY

PROPOSED FY 2025 PERFORMANCE PLAN

APRIL 3, 2024

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

CONTENTS

1 CHILD AND FAMILY SERVICES AGENCY

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.

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.

2 PROPOSED 2025 OBJECTIVES

Strategic Objective
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.
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.
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.
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.
Create and maintain a highly efficient, transparent, and responsive District government.

3 PROPOSED 2025 OPERATIONS

Operation Title	Operation Description	Type of Operation

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.

Operation Title	Operation Description	Type of Operation
Dedicated Services for Older Youth In Foster Care	Office of Well-Being-Older Youth Empowerment serves older youth, ages 16 to 21, in care. Office of Well-Being-Older Youth Empowerment 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
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

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.

Operation Title	Operation Description	Type of Operation
Thriving Families Safer Children	CFSA's mission is to respond to incidents of alleged child maltreatment, abuse and neglect, as well as to respond to safety risks for children. We enter into a family's life to support them in mitigating concerns so that their children are safe, and the family can remain together. This work is only truly feasible if it is part of an engaged and accountable system of care for families. In the District of Columbia, this system should be comprised of multiple agencies within the Health and Human Services cluster, community-based organizations, and community members themselves. The goal of the Thriving Families, Safer Children (TFSC) initiative is to right size the role of the child welfare agency within the broader Child and Family Well Being System and center families and youth with lived experience in the design of system at large.	Key Project
Hotline and Investigations	Maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and necessary investigative responses.	Daily Service
Office of In-Home and Out-of-Home Care: In-Home Clinical Case Management and Support	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

(continued)

Operation Title	Operation Description	Type of Operation
Office of Thriving Families	Office of Thriving Families provides direct support, monitoring, and guidance to CFSA's community stakeholders. The Family Strengthening Collaboratives and the Family Success Centers are directly monitored by this administration who also provides reporting of their performance and outcomes concerning CFSA involved initiatives. Office of Thriving Families also provides support to Kinship families by engaging and monitoring the Kinship Navigator website to enhance Kinship service delivery.	Daily Service

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.

Operation Title	Operation Description	Type of Operation
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
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

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.

Operation Title	Operation Description	Type of Operation
Office of In-Home and Out-of-Home Care: Out-of-Home Clinical Case Management and Support	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

Operation Title	Operation Description	Type of Operation
Office of Planning, Policy and Program Support-Resource Parent Recruitment	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).	Daily Service
Kinship and Placement Administration	Conducts Family Team Meetings to prevent removal, when possible, and conducts other activities to engage and support relatives in caring for their children. Identifies appropriate settings that can meet the needs of children and youth who must leave home temporarily to be safe.	Daily Service

Create and maintain a highly efficient, transparent, and responsive District government.

Operation Title	Operation Description	Type of Operation
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
Development and Equity Administration (DEA)	The Development and Equity Administration (DEA) was established to formalize the agency's priority towards inclusion, belonging, and workforce well-being. The DEA provides three key components to meet employee and agency's organizational needs. The Child Welfare Training Academy (CWTA) develops, coordinates, and facilitates CFSA's social work-based learning and development programs for staff and social workers. Equity and Change Management (ECM) leads and implements change initiatives related to development and equity in partnership with CFSA's leadership with specific focus on the vision and strategies of becoming an inclusive agency for our internal and external stakeholders. Workforce Clinical Well-Being (WCWB) implements strategies to address the impact of primary and secondary traumatic stress on CFSA's workforce.	Daily Service

Operation Title	Operation Description	Type of Operation
Human Resources Administration	The Human Resources Administration (HRA) supports CFSA's staff directly and operates as a liaison to the DC Government Human Resources agency as needed. CFSA's HRA provides most human resources to include licensing of CFSA's social worker staff. HRA services strengthen individual and organization performance because of its operations and convenience of being housed within the agency. Licensing, recruiting, screening, and managing the employment life cycle are some of the activities provided by this administration.	Daily Service
Enhancing Equity through Community-Based Assessment	In response to the documented disproportionality and disparities within the District of Columbia's (DC) child and family services system, the Keeping DC Families Together (KDCFT) Diversity Equity Inclusion and Belonging (DEIB) Subcommittee identified the need to assess community-based organizations through the application of an equity, inclusion, and belonging lens. The goal of the Enhancing Equity through Community-Based Assessment is to increase the capacity of the Family Strengthening Collaboratives and Family Success Centers to identify equity and inclusion challenges and to develop clear and specific Equity Action Plans to address areas of opportunity. Equity Action Plan activities may include training, consultation, and additional, more comprehensive assessment. Activities will be identified in close partnership with KDCFT DEIB Subcommittee members and Lived Experience Advisory Council members. During the first quarter of FY24, CFSA's Development and Equity Administration (DEA) and KDCFT Initiative will finalize the KDCFT Equity, Inclusion, and Belonging (EIB) Assessment and dissemination plan. Finalization of these plans will mean a fully reviewed and approved EIB Assessment tool is available to provide to the 33 community-based organizations with a contractual partnership with CFSA through Family First Prevention funds. A completed dissemination plan will include timelines for EIB Assessment Forums and specific dissemination dates to the community based organizations (CBOs). The KDCFT DEIB Subcommittee members and Lived Experience Advisory Council members will be trained to support the development of Equity Action Plans following the receipt of completed EIB Assessments. The focus area of the EIB Assessment is all wards of the District of Columbia, with a specific focus on Wards 5, 7, and 8.	Key Project

4 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
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.					
Percent of children who achieve permanency within 12 months after entry (Children who enter foster care during a 12-month period)	Up is Better	New in 2023	Not Yet Available	24%	24%
Percent of children who achieve permanency within 12 months of the first day of a 12 month period (Children in foster care 12 to 23 months as of the first day of the fiscal year)	Up is Better	New in 2023	Not Yet Available	44%	44%
Percent of children who achieve permanency within 12 months of the first day of a 12 month period (Children in foster care 24 or more months as of the first day of the fiscal year)	Up is Better	New in 2023	Not Yet Available	37%	37%
Percent of youth aged 18 years and older who have an employment/internship experience	Up is Better	New in 2023	54.4%	56%	56%
Percent of youth who engage in after-care services	Up is Better	100%	94.7%	95%	95%
Percent of youth who exit care by aging out with stable housing in place	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
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.					
Number of 211 calls successfully connected to relevant DC social services (via Unite Us)	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Number of new entries into foster care	Down is Better	160	147	185	185
Percent of closed CPS investigations rated as having acceptable quality	Up is Better	New in 2023	88.6%	80%	80%
Percent of families without substantiated report(s) of abuse/neglect for up to six months post-case closure with the Collaboratives	Up is Better	New in 2023	90.7%	90%	90%
Number of removals from open in-home cases	Down is Better	77	58	100	100

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percentage of referrals accepted/rejected within three business days when supportive services for the Front Yard population (through Family Success Centers, 211 or Collaborative walk-ins) are through CFSA funded organizations	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percentage of clients who report higher level of well-being (Cantrell Ladder) after service navigation, linkage or completion	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percentage of clients who express high level of satisfaction (e.g., 4+) after service navigation, linkage or completion	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available

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.

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Share of youth in foster care who complete vocational training and/or receive industry certification	Up is Better	100%	61.5%	70%	70%
Percent of youth in foster care who graduate from high school	Up is Better	87.1%	72.7%	70%	70%
Percentage of children receiving a full dental evaluation within 60 days of placement	Up is Better	49.3%	42.7%	60%	60%
Percent of youth who start college while in foster care and graduate within 5 years	Up is Better	33.3%	33.3%	20%	20%
Percentage of children in foster care receiving a full medical evaluation within 60 days of placement	Up is Better	95.1%	96.8%	95%	95%

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.

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percent of placements in family foster homes	Up is Better	77%	77.8%	85%	85%
Percentage of children who enter foster care and are placed into kinship care within 90 days	Up is Better	27.9%	16.9%	New in 2024	30%

Create and maintain a highly efficient, transparent, and responsive District government.

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Number of activities initiated from the Equity Action Plans for the Keeping DC Families Together (KDCFT) Initiative	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Number of completed Equity Action Plans for the Keeping DC Families Together Initiative	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percentage of User Stores (i.e., technology requirements) built, tested, and approved for the overall STAAND end product	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
Percentage of CFSA's MSS Staff who have completed the required DCHR MSS trainings	Up is Better	New in 2024	New in 2024	New in 2024	Not Yet Available
Percent of new hires that are District residents	Up is Better	New in 2023	40.4%	No Target Set	No Target Set
Percent of employees that are District residents	Up is Better	New in 2023	31.1%	No Target Set	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	57.1%	No Target Set	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	24.4%	No Target Set	No Target Set
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Up is Better	New in 2023	Not Available	No Target Set	No Target Set

Measure	FY 2022	FY 2023
Hotline and Investigations		
Total hotline calls received	16,897	20,246
Total number of new investigations	4,889	3,902
Rate of substantiated child abuse and neglect per 1,000 children in the District	8.09	Not Yet Available
Office of In-Home and Out-of-Home Care: In-Home Clinical Case Management and Support		
Number of in-home families served	1,025	910
Number of in-home children served	2,773	2,431