



CHILD AND FAMILY SERVICES AGENCY

FY 2025 PERFORMANCE PLAN

NOVEMBER 26, 2024

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1 INTRODUCTION

This document presents the Fiscal Year 2025 Performance Plan for the Child and Family Services Agency.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”

(continued)

Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 CHILD AND FAMILY SERVICES AGENCY OVERVIEW

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 D.C. Child and Family Services Agency (CFSA) investigates reports of child abuse and neglect and provides child protection. Services include supportive community-based services that help families overcome difficulties while keeping their children out of foster care, foster care for children who cannot be safe at home, and adoption for children who cannot go home. CFSA seeks to provide the highest quality of community-based services to increase the number of families who receive preventive and supportive services, and to expand the network of resources providing services to at-risk children and their families.

Objectives:

1. Exit to Positive Permanency
2. Narrowing the Front Door
3. Ensure Child Well Being
4. Foster Care is a Temporary Safe Haven
5. Efficient, Transparent, and Responsive Government

Activities:

1. Dedicated Services for Older Youth In Foster Care
2. Health Services Administration
3. The Office of Well-Being
4. Child Information Systems Administration (CISA)
5. After Care Services
6. Thriving Families Safer Children
7. Development and Equity Administration (DEA)
8. Hotline and Investigations
9. Office of In-Home and Out-of-Home Care: In-Home Clinical Case Management and Support
10. Office of Thriving Families
11. Office of In-Home and Out-of-Home Care: Out-of-Home Clinical Case Management and Support
12. Office of Planning, Policy and Program Support-Resource Parent Recruitment
13. Kinship and Placement Administration
14. Enhancing Equity through Community-Based Assessment
15. Human Resources Administration

3 OBJECTIVES

3.1 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of children who achieve permanency within 12 months after entry (Children who enter foster care during a 12-month period)	Outcome	Up is Better	Data is pending	Data is pending	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)	Outcome	Up is Better	44.8%	Data is pending	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)	Outcome	Up is Better	27.2%	Data is pending	37%
Percent of youth aged 18 years and older who have an employment/internship experience	Outcome	Up is Better	54.42%	51.88%	56%
Percent of youth who engage in after-care services	Efficiency	Up is Better	94.74%	100%	95%
Percent of youth who exit care by aging out with stable housing in place	Outcome	Up is Better	New in 2024	94.10%	88%

3.2 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of 211 calls successfully connected to relevant DC social services (via Unite Us)	Outcome	Up is Better	New in 2024	7,413	No Target Set

(continued)

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of new entries into foster care	Outcome	Down is Better	148	210	185
Number of removals from open in-home cases	Outcome	Down is Better	56	57	100
Percent of closed CPS investigations rated as having acceptable quality	Outcome	Up is Better	88.64%	76.60%	80%
Percent of families without substantiated report(s) of abuse/neglect for up to six months post-case closure with the Collaboratives	Outcome	Up is Better	90.74%	93.48%	90%

3.3 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of children in foster care receiving a full medical evaluation within 60 days of placement	Efficiency	Up is Better	96.8%	89%	95%
Percent of children receiving a full dental evaluation within 90 days of placement	Efficiency	Up is Better	42.72%	38.44%	60%
Percent of youth in foster care who graduate from high school	Outcome	Up is Better	72.73%	70.37%	70%
Percent of youth who start college while in foster care and graduate within 5 years	Outcome	Up is Better	33.33%	22.22%	37%
Share of youth in foster care who complete vocational training and/or receive industry certification	Outcome	Up is Better	61.54%	75%	70%

3.4 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of children who enter foster care and are placed into kinship care within 90 days	Outcome	Up is Better	17.6%	24.55%	30%
Percent of placements in family foster homes	Outcome	Up is Better	77.8%	75.36%	85%

3.5 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
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	Outcome	Up is Better	No data available	69.23%	No Target Set
Percent of employees that are District residents	Outcome	Up is Better	31.07%	28.57%	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	Outcome	Up is Better	24.36%	6.67%	No Target Set
Percent of new hires that are District residents	Outcome	Up is Better	40.38%	51.22%	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	57.14%	25%	No Target Set

4 ACTIVITIES

4.1 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.

No Related Measures

4.2 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.

No Related Measures

4.3 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.

No Related Measures

4.4 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.

No Related Measures

4.5 AFTER CARE SERVICES

CFSA will work with community partners to provide Aftercare services to Foster Care Youth who Age out of Foster Care.

No Related Measures

4.6 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Total warmline calls received	Quantity	Neutral	New in 2025	New in 2025	New in 2025

4.7 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.

No Related Measures

4.8 HOTLINE AND INVESTIGATIONS

Maintains 24/7 protective services for children, including the District's hotline for reporting child abuse/neglect and necessary investigative responses.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Rate of substantiated child abuse and neglect per 1,000 children in the District	District-Wide Indicator	Neutral	Data is pending	Data is pending	*
Total hotline calls received	Quantity	Neutral	20,246	19,307	*
Total number of new investigations	Quantity	Neutral	3,902	4,796	*

*Specific targets are not set for this measure

4.9 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of in-home children served	Quantity	Neutral	2,431	1,968	*
Number of in-home families served	Quantity	Neutral	910	733	*

*Specific targets are not set for this measure

4.10 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.

No Related Measures

4.11 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.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of out-of-home children served	Quantity	Neutral	New in 2025	New in 2025	New in 2025

4.12 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).

No Related Measures

4.13 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.

No Related Measures

4.14 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.

No Related Measures

4.15 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.

No Related Measures

5 PROJECTS

5.1 COMMUNITY RESPONSE AND WARM LINE MODEL

Proposed Completion Date: September 30, 2025

In FY25, CFSA will advance the efforts of the 211 Warmline and Community Response Model with several key milestones to enhance supports for individuals, families, and their children in the District. The formal launch of the 211 Warmline is scheduled for Q1 of FY25. CFSA will also formally launch the 211 Connects process, in which the 211 Warmline will reach out to families who are screened out of the CFSA Hotline but identified as having concrete or service needs (screen-out pathway). Via the 211 Warmline, these families will be offered voluntary referrals and connections to community-based supports and resources. Additionally, CFSA will provide flexible resources to families engaged through the screen-out pathway, funded by the Doris Duke Foundation, to address their immediate needs, with the goal of reducing future child welfare involvement.

5.2 OLDER YOUTH IN FOSTER CARE

Proposed Completion Date: September 30, 2025

CFSA will develop and utilize a standardized youth preparedness assessment for youth in foster care between the ages of 15-20. The assessment will define the type and intensity of supports and resources to facilitate the preparation for adulthood. The assessment will help inform effective transition planning, monitoring progress, enhancing self-efficacy, providing targeted support, ensuring compliance with legal requirements, improving long-term outcomes, and encouraging active participation. CFSA will develop a business process to include training of staff and social workers completing the assessment for youth ages 15-20 and will connect youth to the needed supports/resources identified by the assessment. CFSA will establish processes to measure results and outcomes and put appropriate Continuous Quality Improvement (CQI) processes in place, including identifying Key Performance Indicators.

5.3 STAAND (STRONGER TOGETHER AGAINST ABUSE AND NEGLECT IN DC)

Proposed Completion Date: September 30, 2026

By the end of FY24 all major design and development activities will be completed for STAAND. CFSA will be converting data from the existing system, rigorously testing the developed product, training staff and going live with the new STAAND. Portions of the child welfare business operations that have continued to be outside of the main Comprehensive Child Welfare Information System (CCWIS) are targeted to be assessed and designed to be incorporated into STAAND in FY26. The agency is also creating updated dashboards and management reports to enable the agency to continue to meet public and federal reporting needs as well as ongoing monitoring of work completed by staff. CFSA is also establishing internal governance structures, policies and procedures to introduce generative artificial intelligence (AI) functionality into its CCWIS.

5.4 ENHANCING EQUITY THROUGH COMMUNITY BASED ASSESSMENT

Proposed Completion Date: September 30, 2025

The goal of the Enhancing Equity through Community-Based Assessment is to increase the capacity of the Collaboratives and Family Success Centers to identify equity/inclusion challenges and to develop specific Equity Action Plans to address areas of opportunity. Equity Action Plan activities may include training, consultation, and more comprehensive assessments. Activities will be identified in close partnership with KDCFT DEIB Subcommittee members and Lived Experience Council members. CFSA's Development and Equity Administration (DEA) and KDCFT Initiative will implement the KDCFT Equity, Inclusion, and Belonging (EIB) Assessment dissemination plan by hosting listening forums with a subset (5) of the community-based organizations with a contractual partnership with CFSA through Family First Prevention funds. Over the course of FY25, Equity Specialists will be trained to support the completion of the EIB Assessment and Equity Action Plans, the 5

identified community-based organizations will have an equity rating of novice, emerging, or demonstrating, technical assistance convenings will take place to share best practices, and plans will be put in place for evaluation of the EIB Assessment process and expansion to include all 33 contracted community-based organizations.

5.5 WORKFORCE WELL BEING

Proposed Completion Date: September 30, 2025

CFSA is working to enhance the well-being of the workforce through training and applied knowledge. CFSA will ensure that all MSS staff have completed the trainings required by DCHR's Center for Learning Development (CLD) by the end of the fiscal year to enhance the leadership skills of our MSS staff. We believe these trainings will aid MSS in supporting frontline staff and increase morale and overall workforce well-being.