

# Child and Family Services Agency FY2017

**Agency** Child and Family Services Agency

**Agency Code** RL0

**Fiscal Year** 2017

**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 and to strengthen troubled families in the District of Columbia.

## 2017 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	Develop community partnerships to ensure children safely remain in their homes.
4	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.
5	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.
6	Create and maintain a highly efficient, transparent and responsive District government.**

## 2017 Key Performance Indicators

Measure	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 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. (5 Measures)</b>									
Share of exits to a permanent home	<input type="checkbox"/>	Quarterly		80%	80%	77%	80%	81%	84%
Share of youth who age out of foster care	<input type="checkbox"/>	Quarterly		20%	20%	23%	20%	19%	16%
Share of youth engaged in aftercare services	<input type="checkbox"/>	Annually		94%	95%	94%	98%	92%	95%
Share of youth with stable housing upon exit	<input type="checkbox"/>	Quarterly		83%	80%	88%	92%	89%	90%
Share of youth age 20 who are employed or in postsecondary education	<input type="checkbox"/>	Quarterly		61%	65%	45%	50%	61%	60%
<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. (7 Measures)</b>									
New entries into foster care	<input type="checkbox"/>	Quarterly		323	300	381	362	325	320
Reentries into foster care within one year	<input type="checkbox"/>	Annually		9.3%	8.3%	9.9%	8%	8.8%	8%
Reports of maltreatment in foster care	<input type="checkbox"/>	Annually		0.42	0.32	0.3	0.3	0.3	0.3
Reports of maltreatment within twelve months of reunification	<input type="checkbox"/>	Annually		5.5	9.6	8.7	8.7	11.6	8
Share of youth with re-referrals of maltreatment for in-home cases within one year	<input type="checkbox"/>	Quarterly		11.8	5	14	12	13	10
Share of removals from in-home within one year	<input type="checkbox"/>	Quarterly		64	85	97	87	108	87
Share of investigations initiated within 48 hours	<input type="checkbox"/>	Quarterly		84	95	91.1	95	89	95
<b>4 - 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. (12 Measures)</b>									

Share of children/youth getting a health screening before an initial and reentry foster care placement	<input type="checkbox"/>	Quarterly	96	95	94.2	95	96	95
Share of children/youth getting a medical evaluation within 30 days of entering care	<input type="checkbox"/>	Quarterly	83	85	90.6	90	86	90
Share of children/youth getting a dental evaluation within 30 days of entering care	<input type="checkbox"/>	Quarterly	54	58	68	75	62	75
Share of children/youth receiving mental health and trauma screening within 60 days of entering care	<input type="checkbox"/>	Quarterly	Not available	90	92	96	100	96
Share of eligible children and youth entering foster care linked to a mental health provider within 7 days of screening	<input type="checkbox"/>	Quarterly	Not available	80	39	80	85	85
Share of youth age 11 and older getting a pre-placement substance abuse screening	<input type="checkbox"/>	Quarterly	85	95	86	90	93	95
Share of children ages 0-5 getting a developmental screening within 30 days of entering care	<input type="checkbox"/>	Quarterly	93	70	77.3	82	90	86
Share of youth in foster care who graduate from high school	<input type="checkbox"/>	Annually	78	72	60.4	63	76	75
Share of youth in foster care who graduate from college	<input type="checkbox"/>	Annually	14	30	8	12	16	20
Share of youth in foster care who complete vocational training and/or receive industry certification	<input type="checkbox"/>	Annually	22	75	44	46	69	70
Share of youth in foster care who are teen mothers	<input type="checkbox"/>	Quarterly	16	15	9	12	17	15
Share of youth in foster care who are teen parents with repeat births	<input type="checkbox"/>	Quarterly	6	5	2	2	0	2

**5 - 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. (10 Measures)**

Share of placements that are relative placements (kinship care)	<input type="checkbox"/>	Quarterly	22	30	21	25	21	25
Share of placements that are in family foster homes	<input type="checkbox"/>	Quarterly	83	82	83.4	88	84	90
Share of placements that are in group homes	<input type="checkbox"/>	Quarterly	4	6	4.3	4	5	4
Share of children/youth with two or fewer placements in the past 12 months	<input type="checkbox"/>	Quarterly	85	75	77.3	86	78	80
Share of all foster care placements that are within the District of Columbia	<input type="checkbox"/>	Quarterly	44	55	48.1	50	49	50

Visits between parents and children/youth in foster care	<input type="checkbox"/>	Quarterly	74	85	83	85	88	85
Visits between siblings (2x monthly)	<input type="checkbox"/>	Quarterly	74	85	77	85	83	85
number of months to reunification	<input type="checkbox"/>	Quarterly	14	12	14	12	15	12
number of months to guardianship	<input type="checkbox"/>	Quarterly	47	18	41	18	36	18
Number of months to adoption	<input type="checkbox"/>	Quarterly	41	27	41	24	44	24

**6 - Create and maintain a highly efficient, transparent and responsive District government.\*\* (9 Measures)**

Contracts/Procurement-Expendable Budget spent on Certified Business Enterprises	✓		Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Contracts/Procurement-Contracts lapsed into retroactive status	✓		Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Local funds unspent	✓		Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Budget- Federal Funds returned	✓		Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Customer Service-Meeting Service Level Agreements	✓		Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Vacancy Rate	✓		Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee District residency	✓		Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Human Resources-Employee Onboard Time	✓		Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017
Performance Management-Employee Performance Plan Completion	✓		Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017	Forthcoming October 2017

2017 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. (3 Activities)</b>			
PERMANENCY	Permanency Administration	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
COMMUNITY PARTENSHIP 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
TEEN SERVICES ACTIVITY	Office of Youth Empowerment	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
<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 Activities)</b>			
COMMUNITY PARTENSHIP 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

CHILD PROTECTIVE SVCS-FAMILY ASSESSMENT	Family Assessment	Providing assessment and support to referred families at risk of child abuse and neglect. Includes referrals for educational neglect.	Daily Service
<b>4 - 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. (3 Activities)</b>			
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
TEEN SERVICES ACTIVITY	Office of Youth Empowerment	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
<b>5 - 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 Activities)</b>			
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
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
FAMILY RESOURCES	Foster Care Resources Administration	<ul style="list-style-type: none"> <li>Foster Care Resources Administration recruits, District-based foster homes, 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).</li> </ul>	Daily Service

## 2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
<b>2 - CPS-I (3 Measures)</b>								
Rate of substantiated child abuse and neglect per 1000 children in the District	<input type="checkbox"/>		referrals with a substantiated allegation in FY17	substantiated referrals per 1000 children in the District	Annually	8.61	7.5	7.64
Total hotline calls received	<input type="checkbox"/>		Total hotline calls received	Total hotline calls received	Annually	12187	16697	17239
Total number of new investigations	<input type="checkbox"/>		Total number of new investigations	Total number of new investigations	Annually	3026	3636	5294
<b>2 - In-home Services Administration (2 Measures)</b>								
Number of in-home families served	<input type="checkbox"/>		Number of in home families served	Number of in home families served	Annually	564	475	574
Number of in-home children served	<input type="checkbox"/>		Number of in-home children served	Number of in-home children served	Annually	1771	1566	1563
<b>5 - Placement Services Administration (1 Measure)</b>								
Number of out-of-home children served	<input type="checkbox"/>		Number of out-of-home children served	Number of out-of-home children served	Annually	1171	1061	989

## 2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>CHILD PLACEMENT (1 Strategic Initiative-Operation Link)</b>		

CFSA will expedite exits to positive permanency.	In FY17 CFSA will utilize a multidisciplinary group decision-making process to review two specific groups of children and youth in foster care with a goal of reunification; those in care for 6-12 months, and those in care for more than 24 months. The specific focus will be on children and youth served by the private agencies. This team will meet regularly to examine the utilization of best practices that support positive permanency exits, how to identify and navigate barriers, and to provide recommendations for alternative positive permanency goals.	09-30-2017
<b>CHILD PROTECTIVE SERVICES-INVESTIGATIONS (1 Strategic Initiative-Operation Link)</b>		
CFSA will support the improvement of District-wide school attendance.	In FY17 CFSA will partner with DC Public Schools and the Public Charter School Board, to find opportunities for reducing truancy and educational neglect. Additionally, CFSA will use data-sharing agreements to intervene on attendance issues of youth in foster care.	09-30-2017
<b>COMMUNITY PARTENSHIP SERVICES (5 Strategic initiative-operation links)</b>		
Improving aftercare management	In FY17, in response to specific identified needs, a Program Specialist will work in partnership with the Office of Youth Empowerment and the Office of Community Partnerships to deliver aftercare management services, to promote the achievement of established benchmarks and outcomes for young adults and youth in foster care ages 14-23. The Program Specialist will work with a community based agency that has been chosen through the request for proposal process to provide services to this age group to help them meet benchmarks that have been identified through a year-long process in hopes of more adequately preparing young people for independence.	09-30-2017
CFSA will support the improvement of District-wide school attendance.	In FY17 CFSA will partner with DC Public Schools and the Public Charter School Board, to find opportunities for reducing truancy and educational neglect. Additionally, CFSA will use data-sharing agreements to intervene on attendance issues of youth in foster care.	09-30-2017
CFSA will enhance its services to survivors of domestic violence through its implementation of a nationally recognized model.	In FY17 CFSA will provide better services to those impacted by domestic violence through broader training opportunities for social workers utilizing a 'train the trainer' model, as well as group interventions for perpetrators of domestic violence	09-30-2017
CFSA will implement intensive family preservation services through its community partners.	In FY17, the Agency will optimize capacity of its intensive family preservation services. CFSA will refine the referral process for Project Connect (an intensive family preservation service that works with high-risk families involved with the child welfare system that are affected by parental substance abuse) and Homebuilders (a family intensive preservation service that provides in-home crisis intervention, counseling, and life-skills education for applicable families) by expanding eligibility to include in-home families that experience substance abuse and/or chronic neglect.	09-30-2017
Services for Families Experiencing Chronic Neglect	In FY 17, the Agency will provide supports and services for families identified as experiencing chronic neglect. The agency will dedicate trained social workers to support these families who will have a reduced case load of only six to eight families. These families will be provided with more intensive services including weekly visits along with enhanced community support.	09-30-2017
<b>FAMILY RESOURCES (1 Strategic Initiative-Operation Link)</b>		
CFSA will expedite exits to positive permanency.	In FY17 CFSA will utilize a multidisciplinary group decision-making process to review two specific groups of children and youth in foster care with a goal of reunification; those in care for 6-12 months, and those in care for more than 24 months. The specific focus will be on children and youth served by the private agencies. This team will meet regularly to examine the utilization of best practices that support positive permanency exits, how to identify and navigate barriers, and to provide recommendations for alternative positive permanency goals.	09-30-2017
<b>KINSHIP SUPPORT (1 Strategic Initiative-Operation Link)</b>		
CFSA will expedite exits to positive permanency.	In FY17 CFSA will utilize a multidisciplinary group decision-making process to review two specific groups of children and youth in foster care with a goal of reunification; those in care for 6-12 months, and those in care for more than 24 months. The specific focus will be on children and youth served by the private agencies. This team will meet regularly to examine the utilization of best practices that support positive permanency exits, how to identify and navigate barriers, and to provide recommendations for alternative positive permanency goals.	09-30-2017
<b>PERMANENCY (2 Strategic initiative-operation links)</b>		
CFSA will expedite exits to positive permanency.	In FY17 CFSA will utilize a multidisciplinary group decision-making process to review two specific groups of children and youth in foster care with a goal of reunification; those in care for 6-12 months, and those in care for more than 24 months. The specific focus will be on children and youth served by the private agencies. This team will meet regularly to examine the utilization of best practices that support positive permanency exits, how to identify and navigate barriers, and to provide recommendations for alternative positive permanency goals.	09-30-2017

<p>CFSA will enhance existing continuous quality improvement (CQI) activities and implement an agency-wide CQI process to improve case plans and services provided to families and youth in care.</p>	<p>CFSA will identify historical trends and provide target areas for improvement in CFSA's case planning and service delivery to children and families. The analysis will provide a foundation for quarterly reporting of Quality Service Review (QSR) data findings to the management team. The quarterly reporting will include findings by unit, supervisor, and worker and will be shared with program areas and private agencies to inform and improve practice. Action steps will be developed and monitored based on quarterly trends analysis.</p>	<p>09-30-2017</p>
<p><b>TEEN SERVICES ACTIVITY (2 Strategic initiative-operation links)</b></p>		
<p>CFSA will pursue improved educational achievement for all youth in foster care.</p>	<p>In FY17 CFSA will advance the educational progress of youth in foster care. Having conducted a full review of the educational status of youth in foster care in FY16, CFSA will begin implementation for FY17 having recently hired additional staff who will function as educational specialists to specifically support youth towards better educational outcomes. Specifically, youth in Grades 8-12 will each be directly assigned an Education Specialist, while those through Grade 7 benefit from Education Specialist guidance for social workers.</p>	<p>09-30-2017</p>
<p>Improving aftercare management</p>	<p>In FY17, in response to specific identified needs, a Program Specialist will work in partnership with the Office of Youth Empowerment and the Office of Community Partnerships to deliver aftercare management services, to promote the achievement of established benchmarks and outcomes for young adults and youth in foster care ages 14-23. The Program Specialist will work with a community based agency that has been chosen through the request for proposal process to provide services to this age group to help them meet benchmarks that have been identified through a year-long process in hopes of more adequately preparing young people for independence.</p>	<p>09-30-2017</p>
<p><b>WELL BEING (1 Strategic Initiative-Operation Link)</b></p>		
<p>Improve Kindergarten readiness for all young children in foster care.</p>	<p>In FY17, CFSA will expand outreach and application assistance for foster parents and resource families to increase the numbers of pre-school age children in foster care getting high-quality early childhood programs and services that promote child well-being and school readiness. These programs might include Home Visitation, Head Start, Early Head Start, and Strong Start DC..</p>	<p>09-30-2017</p>