



CHILD AND FAMILY SERVICES REVIEWS

District of Columbia

FINAL REPORT

2024



ADMINISTRATION FOR
CHILDREN & FAMILIES
Administration on Children, Youth and Families
Children's Bureau

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Final Report: District of Columbia Child and Family Services Review

INTRODUCTION

This document presents the findings of the Child and Family Services Review (CFSR) for the District of Columbia. The CFSRs enable the Children's Bureau (CB) to: (1) ensure conformity with certain federal child welfare requirements; (2) determine what is happening to children and families as they are engaged in child welfare services; and (3) assist states in enhancing their capacity to help children and families achieve positive outcomes. Federal law and regulations authorize the CB, within the U.S. Department of Health and Human Services' Administration for Children and Families, to administer the review of child and family services programs under titles IV-B and IV-E of the Social Security Act. The CFSRs are structured to help states identify strengths and areas needing improvement in their child welfare practices and programs as well as institute systemic changes that will improve child and family outcomes.

The findings for the District of Columbia are based on:

- The Statewide Assessment prepared by the District of Columbia Child and Family Services Agency (CDSA) and submitted to the CB on February 5, 2024. The Statewide Assessment is the state's¹ analysis of its performance on outcomes and the functioning of systemic factors in relation to title IV-B and IV-E requirements and the title IV-B Child and Family Services Plan.
- The August 2023 State Data Profile, prepared by the CB, which provides the state's Risk-Standardized Performance (RSP) compared to national performance on 7 statewide data indicators.
- The results of case reviews of 65 cases (40 foster care and 25 in-home), conducted via a State-Led Review process in the District of Columbia in April–September 2024 examining case practices occurring in April 2023 through September 2024.
- Interviews and focus groups with state stakeholders and partners, which included:
 - Attorneys for the agency
 - Attorneys for parents
 - Agency program managers
 - Child welfare caseworkers and supervisors
 - Community partners
 - Court Improvement Program
 - Family court judges
 - Guardians Ad Litem
 - Parents and lived-experience experts
 - Public agency representatives
 - Quality Assurance/Continuous Quality Improvement staff
 - Resource and adoptive parent recruitment and licensing staff
 - Resource parents
 - Service providers
 - Youth

Background Information

The Round 4 CFSR assesses state performance with regard to substantial conformity with 7 child and family outcomes and 7 systemic factors. Each outcome incorporates 1 or more of the 18 items included in the case review, and each item is rated as a Strength or Area Needing Improvement based on an evaluation of certain child welfare practices and processes in the cases reviewed in the state. With two exceptions, an item is assigned an overall rating of Strength if 90% or more of the applicable cases reviewed were rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being

¹ For purposes of this Final Report, "state" includes the District of Columbia.

Outcome 2, the requirement of a 95% Strength rating applies to those items. For a state to be in substantial conformity with a particular outcome, 95% or more of the cases reviewed must be rated as having substantially achieved the outcome. In addition, for Safety Outcome 1 and Permanency Outcome 1, the state's RSP on applicable statewide data indicators must be better than or no different than national performance. This determination for substantial conformity is based on the data profile transmitted to the state to signal the start of that state's CFSR. The state's RSP in subsequent data profiles will be factored into the determination of indicators required to be included in the state's Program Improvement Plan (PIP).

Eighteen items are considered in assessing the state's substantial conformity with the 7 systemic factors. Each item reflects a key federal program requirement relevant to the Child and Family Services Plan (CFSP) for that systemic factor. An item is rated as a Strength or an Area Needing Improvement based on how well the item-specific requirement is functioning. A determination of the rating is based on information provided by the state to demonstrate the functioning of the systemic factor in the Statewide Assessment and, as needed, from interviews with stakeholders and partners. For a state to be in substantial conformity with the systemic factors, no more than 1 of the items associated with the systemic factor can be rated as an Area Needing Improvement. For systemic factors that have only 1 item associated with them, that item must be rated as a Strength for a determination of substantial conformity. An overview of the pathways to substantial conformity for the CFSR outcomes and systemic factors is in Appendix B of the Round 4 *CFSR Procedures Manual*.

The CB made several changes to the CFSR process, items, and indicators that are relevant to evaluating performance, based on lessons learned during the third round of reviews. As such, a state's performance in the fourth round of the CFSRs may not be directly comparable to its performance in the third round.

I. SUMMARY OF PERFORMANCE

District of Columbia 2024 CFSR Assessment of Substantial Conformity for Outcomes and Systemic Factors

The CB has established high standards of performance for the CFSR based on the belief that because child welfare agencies work with our country's most vulnerable children and families, only the highest standards of performance should be considered acceptable. The high standards ensure ongoing attention to achieving positive outcomes for children and families regarding safety, permanency, and well-being. This is consistent with the CFSR's goal of promoting continuous improvement in performance on these outcomes. A state must develop and implement a PIP to address the areas of concern identified for each outcome or systemic factor for which the state is found not to be in substantial conformity. The CB recognizes that the kinds of systemic and practice changes necessary to bring about improvement in some outcome areas often take time to implement. The results of this CFSR are intended to serve as the basis for continued improvement efforts addressing areas where a state still needs to improve.

Table 1 provides a quick reminder of how case review items and statewide data indicators are combined to assess substantial conformity on each outcome:

Table 1. Outcomes, Case Review Items, and Statewide Data Indicators

Outcome	Case Review Item(s)	Statewide Data Indicators
Safety Outcome 1	Item 1	Maltreatment in foster care Recurrence of maltreatment
Safety Outcome 2	Items 2 and 3	N/A

Outcome	Case Review Item(s)	Statewide Data Indicators
Permanency Outcome 1	Items 4, 5, and 6	Permanency in 12 months for children entering foster care Permanency in 12 months for children in foster care 12–23 months Permanency in 12 months for children in care 24 months or more Reentry to foster care in 12 months Placement stability
Permanency Outcome 2	Items 7, 8, 9, 10, and 11	N/A
Well-Being Outcome 1	Items 12, 13, 14, and 15	N/A
Well-Being Outcome 2	Item 16	N/A
Well-Being Outcome 3	Items 17 and 18	N/A

The District of Columbia was found in substantial conformity with none of the 7 outcomes.

The following 5 of the 7 systemic factors were found to be in substantial conformity:

- Statewide Information System
- Quality Assurance System
- Staff and Provider Training
- Agency Responsiveness to the Community
- Foster and Adoptive Parent Licensing, Recruitment, and Retention

CB Comments on State Performance

The CFSA serves as the public child welfare agency for the District of Columbia (District), holding the legal authority and responsibility to implement programs under titles IV-B and IV-E of the Social Security Act. CFSA provides both in-home and out-of-home services aimed at enhancing the safety and well-being of at-risk children, including those who have experienced abuse or neglect, as well as their families. These services are delivered through various offices, including the Office of Thriving Families, Office of Hotline and Investigations, Office of In-Home and Out-of-Home Care, and Office of Well-Being.

During its Round 3 CFSR in 2016, the District did not achieve substantial conformity with any of the 7 outcomes but did achieve substantial conformity with 5 of the 7 systemic factors: Statewide Information System, Quality Assurance System, Staff and Provider Training, Service Array, and Agency Responsiveness to the Community. The District's Round 3 CFSR PIP was approved on January 1, 2019, and was set for a 2-year implementation period that concluded on December 31, 2020. On May 10, 2021, CFSA was informed that all benchmarks and action steps outlined in the PIP had been completed. On July 13, 2021, 6 months into the evaluation period that began on January 1, 2021, the CB confirmed that the District had successfully met all PIP measurement goals.

Throughout the Round 3 PIP, significant initiatives—such as the Mental Health Redesign and the Family Team Meeting Process Redesign—were expanded. The Mental Health Redesign enhanced CFSA's clinical services by hiring three licensed clinical therapists who provide evidence-based mental health therapy and a psychiatric mental health nurse practitioner to offer in-house services for children in foster care. To improve engagement with parents, relatives, and other stakeholders—including the court—Permanency Goal Review Meetings (PGRM) were expanded to include cases aiming for reunification for children who had been in care for 100 days. These case consultation meetings took place at 9, 12, and 15 months, with the goal of evaluating cases earlier through a collaborative approach to enhance permanency outcomes.

In the Round 4 CFSR, the District was found not to be in substantial conformity with all 7 outcomes and 2 of the 7 systemic factors: Case Review System and Service Array. The District was in substantial conformity with 5 of the systemic factors: Statewide Information System, Quality Assurance System, Staff and Provider

Training, Agency Responsiveness to the Community, and Foster and Adoptive Parent Licensing, Recruitment, and Retention.

Several strengths were identified and consistently reflected in stakeholder interviews and cases reviewed during the District's CFSR. As reported in the Statewide Assessment, the District has devoted significant time and resources in the past several years to reducing the number of children in foster care and serving children in their own homes. In addition, CFSA has developed strong internal systems that support the staff in doing their jobs, including the Child Welfare Training Academy and a comprehensive information system that is in the process of being updated to meet CFSA's changing needs.

The highest-performing outcome in the Round 4 CFSR was Well-Being Outcome 2, which addresses children receiving appropriate services to meet their educational needs, with 77% of applicable cases rated as substantially achieved. Performance was notably better in foster care cases (80%) compared to in-home service cases (67%). This performance discrepancy was influenced primarily by a lack of consistent efforts to assess children's ongoing educational needs and ensure that they receive necessary services. However, the review showed the creativity and collaboration necessary to meet the educational needs of the majority of children whose cases were applicable. When there were unmet needs, these were often in chronic truancy cases and cases where the children needed tutoring or speech therapy services that were not provided.

While the CFSR found many key practices that positively affected outcomes, several significant safety issues were identified. One major concern was found with the inability of the agency to initiate child maltreatment investigations within the timeframes required by District code, which is evaluated in the CFSR as Item 1. The Statewide Assessment discussed the agency's struggle to meet the tight timeframes of 2 or 24 hours in the current environment. This was borne out during the onsite case review, with 5 of the 23 applicable cases reviewed (22%) rated as a Strength. Most of these cases involved reports that were required to be initiated in the 24-hour timeframe and none had circumstances where the reason for the delay was considered to be beyond the control of the agency. In addition, the CFSR found 4 in-home cases where there were child maltreatment allegations that should have been formally reported were not and therefore these allegations were not reflected in the District's child welfare data and, more importantly, could not be tracked to ensure child safety. Another 2 in-home cases had maltreatment allegations that were not substantiated despite evidence that would have supported substantiation. A root cause analysis of these serious safety findings will be required, and the PIP must contain strategies to address these problems.

Another safety-related issue identified during the CFSR was the lack of ongoing formal and informal safety and risk assessments that accurately reflected the presenting as well as the underlying problems that contributed to the challenges faced by the family in 45% of the 65 applicable cases reviewed for Item 3. While this problem was found in all types of cases, it was more common in in-home cases and particularly prevalent in the cases managed by the Community Collaboratives, in which 6 of the 7 Collaborative cases reviewed were rated as areas needing improvement for Item 3.

In addition, when safety concerns were present, appropriate safety plans were not always developed or routinely monitored in 58% of the applicable cases reviewed. As shown in the cases reviewed for Item 2, services to address a family's safety and risk factors and keep children from entering or re-entering foster care were not routinely put in place. In other cases, the family did not follow through on the referrals that were made and, correspondingly, the agency did not address possible service barriers, both of which resulted in the family not receiving necessary safety and risk services in 44% of the applicable cases reviewed.

The safety issues identified during the onsite case reviews, taken together, likely contributed to the District's significant recurrence of maltreatment rate. This rate has consistently been over twice the national standard for the past several years. While the Statewide Assessment provided some data about the recurrence of maltreatment for cases referred to the Community Collaboratives for ongoing case management, it did not include all in-home cases. In addition, based on the case review findings, it is not clear that all maltreatment reports that should be counted are being reported for an official response, as indicated under the findings for Item 3.

The District's performance on Permanency Outcome 1, which assesses children's permanency and stability in their living situations, was substantially achieved in 20% of the 40 foster care cases reviewed, marking it as the

lowest-performing outcome of the District's CFSR. The case review did reveal some positive practices promoting placement stability for children in foster care, with 67.5% of cases (27 of 40 cases) experiencing one stable placement during the review period. However, these practices were not consistent across all cases reviewed, and it should be noted that the District's statewide data on placement stability is worse than national performance, although it has been trending in a positive direction for the last 6 reporting periods. This indicator measures the number of moves per 1,000 days in care for children in their entry year, while the case review considers whether the placement moves that occurred during the period under review (PUR) were planned to achieve the child's case plan goals or meet the child's needs. Additionally, of those cases reviewed, children who experienced more than one placement during the PUR generally had intensive mental health or behavioral needs that necessitated supports and interventions that were not always provided, resulting in disruptions.

The appropriateness of permanency goals and the achievement of permanency significantly influenced the outcome rating. The most common permanency goal among the reviewed cases was reunification, which was the goal for 23 cases; however, 35% (8 of 23 cases) of these were rated as a Strength for achieving permanency. Two children were reunified within 12 months of removal during the review period. In some cases, the agency actively supported parents' engagement in services, monitored progress, and addressed barriers to that engagement, but despite these concerted efforts, reunification was not achieved within 12 months. Conversely, in other cases, parents were not consistently engaged in required services or visitation with their children or had not participated in visitation or services in months, and reunification goals were often in place too long given case circumstances, causing delays in permanency. Most cases (37 of 40 cases) lacked concurrent goals, particularly the cases in which reunification was extended, which could have been beneficial. The comparable statewide data indicator looks at permanency achieved within 12 months of entry, which is most often reunification. For this metric, the District has performed worse than national performance, and performance over the last 6 reporting periods reflects a downward trend. The case reviews largely did not uncover what agency, legal, and/or judicial practices were barriers to reunification being achieved timely. The District should identify the key factors that support or impede the achievement of reunification and develop strategies that will effectively address those barriers in its PIP.

The second most prevalent permanency goal was adoption, which was represented in 15 cases, including cases where adoption was a concurrent goal. Notably, 13% of these cases were rated as a Strength for achieving permanency within federal timeframes (2 of 15 cases). One adoption was finalized during the PUR after the child had been in foster care for 3 years. For the other cases, there were myriad process delays, with the most-cited contributing factors hindering timely adoption being securing home studies, finalizing adoption subsidy agreements, and assigning adoption recruiters. A lack of urgency in pursuing timely permanency was evident, with many children remaining stable in their placements for extended periods (for example, 15 months to more than 12 years).

Timely filing of termination of parental rights (TPR) motions, which was a challenge in Round 3, may have also been another notable contributing factor, especially since many children had been in foster care for 15 of the last 22 months without a TPR motion filed. In some cases, TPR petitions were not filed timely, and no exception existed; in others, although the TPR petition was filed, there were delays in getting the matter on the court's docket as well as significant delays in court determinations after filing of TPR petitions. Most of these children had a current permanency goal of reunification, which was deemed no longer appropriate in several cases. Furthermore, in the District, an evidentiary hearing is generally required to change a child's permanency goal from reunification to adoption. In 4 cases, these hearings were often either delayed for several months after motions were made or had not yet been scheduled, further complicating the process. It is incumbent upon both the court and agency to establish permanency goals timely and to ensure that permanency goals, including concurrent goals, are appropriate. Legal and judicial professionals as well as the child welfare agency share a mutual responsibility for the timely achievement of permanency and should focus on this in the PIP.

Permanency Outcome 2 was substantially achieved in 59% of the applicable 39 foster care cases, making it the second highest-performing outcome during the CFSR. Item 9, Preserving Connections, was the highest-rated item in this outcome, with efforts made to maintain children's connections to extended family, kin, faith, school, and community in 82.1% of applicable cases—a commendable practice. The District also performed

relatively well on Item 7, Placement With Siblings, achieving an 80% Strength rating of the applicable 20 cases unless it was necessary to separate siblings to meet the needs of one of the siblings, which is another positive practice. 54% of the 37 applicable cases were rated as Strengths for Item 10, Placement With Relatives, due to a lack of concerted efforts to identify, locate, inform, and/or evaluate both maternal and paternal relatives on an ongoing basis. The District's lowest performing item within this outcome was Item 8, which examines efforts to ensure frequent and quality visits between a child in foster care and their parents and siblings (53.8% of the applicable 26 cases). As noted, insufficient engagement with families was observed as contributing to the delays in achieving the goal of reunification, including supporting families with needed services, notably housing. Ratings for both mothers and fathers were lower than ratings for siblings, which drove performance on this item. Most children either had visits once a week with their mothers or at least twice a month, while most children either had never visited with their fathers or visits were at least monthly. In general, when the child visited with their parents, the quality of the visitation was sufficient to maintain or promote the relationship. Ensuring frequent and quality visits between children and parents is essential to facilitating reunification.

Concerns were found regarding CFSA's engagement of parents, which affects case practice in multiple areas, including ensuring safety, achieving permanency for children in foster care, and promoting the well-being of families. When parents are not effectively engaged, their needs are not accurately assessed and therefore appropriate services are not put in place. Sub-Item 12B found that 27% of all parents had their needs accurately assessed and appropriately addressed. While working with parents was a significant issue overall, case review results indicated that the agency was more challenged with engaging fathers than mothers. Similar results were found for both case planning with parents (57% for mothers and 22% for fathers) and caseworker visits with parents (43% for mothers and 16% for fathers). Assessing and addressing the needs of children (Sub-Item 12A) and caregivers (Sub-Item 12C) fared much better during the CFSR, with approximately 71% and 70% of cases, respectively, rated as Strengths. Relatively positive results were found for both Item 13, Child and Family Involvement in Case Planning, (62%) and Item 14, Caseworker Visits With Child (58%). In general, foster care cases were rated slightly higher than in-home cases reviewed for all of the Well-Being 1 items. In addition, the in-home cases managed by the Community Collaboratives were rated substantially lower than the cases managed by CFSA.

Meeting the physical health needs of children (Item 17) has continued to be a general strength for the District. Although some cases had delays in needed screenings or follow-up that had not occurred at the time of the review, most cases (69%) showed that children, regardless of whether they were in foster care or being served in their own homes, received the health care that they needed, including regular physical exams, routine vaccines, required dental care, and specialized treatment to address individual health needs. Ratings were somewhat lower for Item 18, Mental/Behavioral Health of the Child, with 61% of cases rated as a Strength. Although most children's needs were accurately assessed, services were not always provided or were sometimes delayed. These ratings reflected what was learned during onsite stakeholder interviews, specifically that the District is experiencing a lack of qualified mental health service providers in the area, resulting in waitlists, provider turnover, and delays in care.

The District has a dynamic and evolving child welfare system. It has demonstrated creativity in developing initiatives to meet the changing needs of families and children who become involved in the child welfare system. CFSA itself has a solid infrastructure and commitment to improved practice, including its wide-ranging quality assurance (QA) efforts and focus on diversity, equity, inclusion, and belonging. The District will need to focus its many positive attributes toward working with its stakeholders and partners on meeting foundational case practice requirements. Specifically, the District must prioritize efforts to address all safety concerns identified during the review, including how the Community Collaboratives are managing families diverted from the agency's in-home caseload. It will be important for the District to creatively build on its promising practices to also improve the other outcomes found by the CFSR to need more attention.

Equity Observations and Considerations

Ensuring that child welfare is serving all people equitably and with respect for all individuals is essential to the work in child welfare and is a focused priority at the Children's Bureau. To create a system that is effective and equitable for all, states must pay particular attention to variation in performance metrics because disparity in

outcomes could signal inequity that should be explored and addressed. During Round 4 of the CFSR, there is a focus on using data and evidence to identify disparities in services and outcomes; to understand the role that child welfare programs, policies, and practices may play in contributing to those disparities; and to inform and develop system improvements to address them.

As described below in the sections on notable changes and observations in performance on the Safety Outcome 1 and Permanency Outcome 1 data indicators during Round 4, the data for these statewide indicators showed the following performance-related information by race/ethnicity in the District of Columbia:

- Black and Hispanic children make up the majority of children in care in the District, accounting for over 90% of children in care for any duration of time. Black children make up about half the child population in the District, but account for nearly three-quarters of all foster care entries.
- While the District's performance on Maltreatment in Care has been better than national performance, all victims over the last three Adoption and Foster Care Analysis and Reporting System (AFCARS) reporting years have been Black children. For Recurrence of Maltreatment, National Child Abuse and Neglect Data System (NCANDS) data indicate that no Black children were reported for the District; 90% of all initial and recurring victims reported are listed as missing race/ethnicity data, making interpretation of the District's performance for this indicator and Safety Outcome 1 difficult to interpret. Accurate race/ethnicity data for these children can aid in identifying areas of disproportionality.

II. KEY FINDINGS RELATED TO OUTCOMES

For each outcome, we provide the state's performance on the applicable statewide data indicators from the data profile that was transmitted to the state to signal the launch of the CFSR and performance summaries from the case review findings of the onsite review. CFSR statewide data indicators provide performance information on states' child safety and permanency outcomes. The statewide data indicators are aggregate measures calculated using information that states report to AFCARS and NCANDS. For general information on the statewide data indicators and their use, see the Capacity Building Center for States page, <https://capacity.childwelfare.gov/states/topics/cfsr/cfsr-data-syntax-toolkit>. For a detailed description of the statewide data indicators, see CFSR Technical Bulletin #13A, <https://www.acf.hhs.gov/cb/training-technical-assistance/cfsr-technical-bulletin-13a>. Results have been rounded to the nearest whole number. A summary of the state's performance for all outcomes and systemic factors is in Appendix A. Additional information on case review findings, including the state's performance on case review item rating questions, is in the state's practice performance report in Appendix B.

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

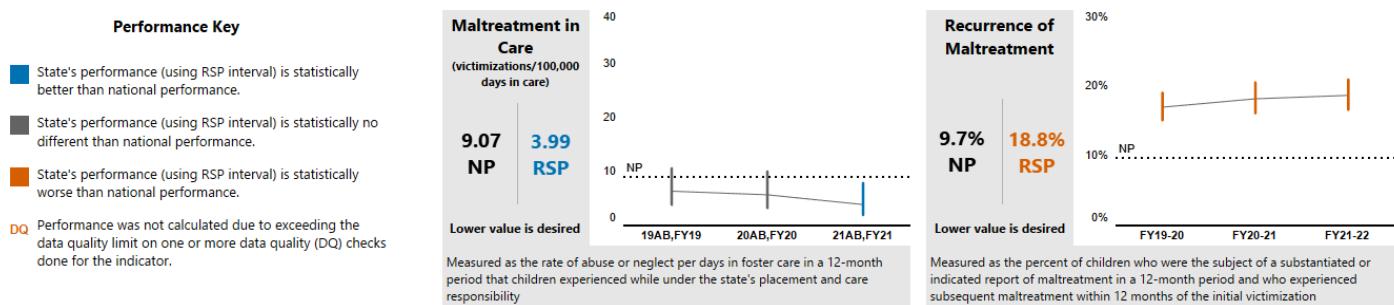
The CB determines whether a state is in substantial conformity based on the state's Risk-Standardized Performance (RSP) on two statewide data indicators and the state's performance on Item 1: Timeliness of initiating investigations of reports of child maltreatment.

The District's policy requires that the Child and Family Services Agency (CDSA) initiate investigations by interviewing the alleged child victim(s) and any other children in the home within 2 hours of the hotline report if there is an indication that the child's safety or health is in immediate danger and as soon as possible but no later than 24 hours if the child is not deemed to be in immediate danger.

Statewide Data Indicators

The chart below shows the state's performance from the August 2023 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Safety Outcome 1.

Figure 1. State's Performance on Safety Outcome 1 Indicators



Case Review

Figure 2. Performance on Safety Outcome 1 and Supporting Items



The District of Columbia was found not to be in substantial conformity with Safety Outcome 1:

- The state's performance on the "maltreatment in foster care" data indicator was statistically better than national performance.
- The state's performance on the "recurrence of maltreatment" data indicator was statistically worse than national performance.
- Less than 95% of the cases were rated as a Strength on Item 1.

Notable Changes and Observations in Performance on the Safety Outcome 1 Data Indicators During Round 4

Table 2. Risk-Standardized Performance Compared to National Performance—Safety 1 Data Indicators

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	February 2024 Profile	August 2024 Profile	Inclusion in PIP?
Maltreatment in Foster Care	Better	Better	Better	No
Recurrence of Maltreatment in 12 months	Worse	Worse	Worse	Yes

All results reported here are based on the August 2024 data profile and supplementary context data and may describe performance that is different from what is depicted in Table 2 because that is from the August 2023

data profile, which was transmitted with the Statewide Assessment and used to determine substantial conformity.

Due to the relative size of the District of Columbia's foster care population compared to other states nationally, performance within a given age or race/ethnicity group can be affected by a handful of children or even one. These observations are made with these small sub-populations in mind.

The District's performance on the Maltreatment in Foster Care indicator has continued to improve across each of the 3 most recent reporting years as the RSP improved from no different than national performance to better than national performance.

- The total number of days children spent in care decreased by over a quarter between FY 2020 and FY 2022, while the total number of victimizations dropped by over 3 quarters to 2 victimizations in FY 2022.
- Over the last 3 reporting years, there were no victimizations of children under 1 year of age and, for children 11–15 years old, victimizations dropped from 5 to 1.

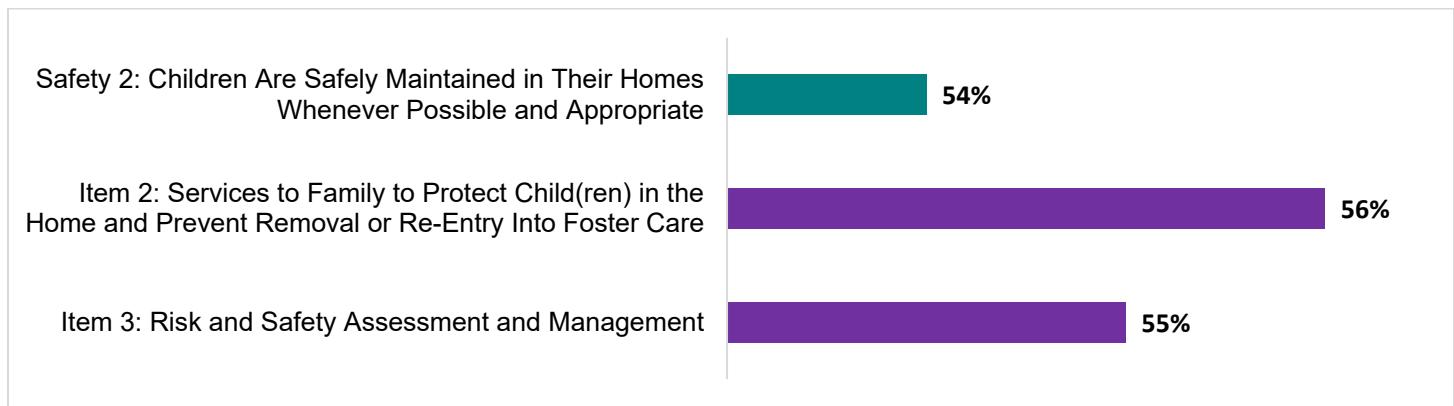
The District continues to struggle with the Recurrence of Maltreatment indicator, despite a slight improvement in performance over the last 3 reporting years, with the number of initial and recurring victims remaining nearly the same year after year.

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 2 and 3.

Case Review

Figure 3. Performance on Safety Outcome 2 and Supporting Items



The District of Columbia was found not to be in substantial conformity with Safety Outcome 2:

- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 2.
- Less than 90% of the cases were rated as a Strength on Item 3.

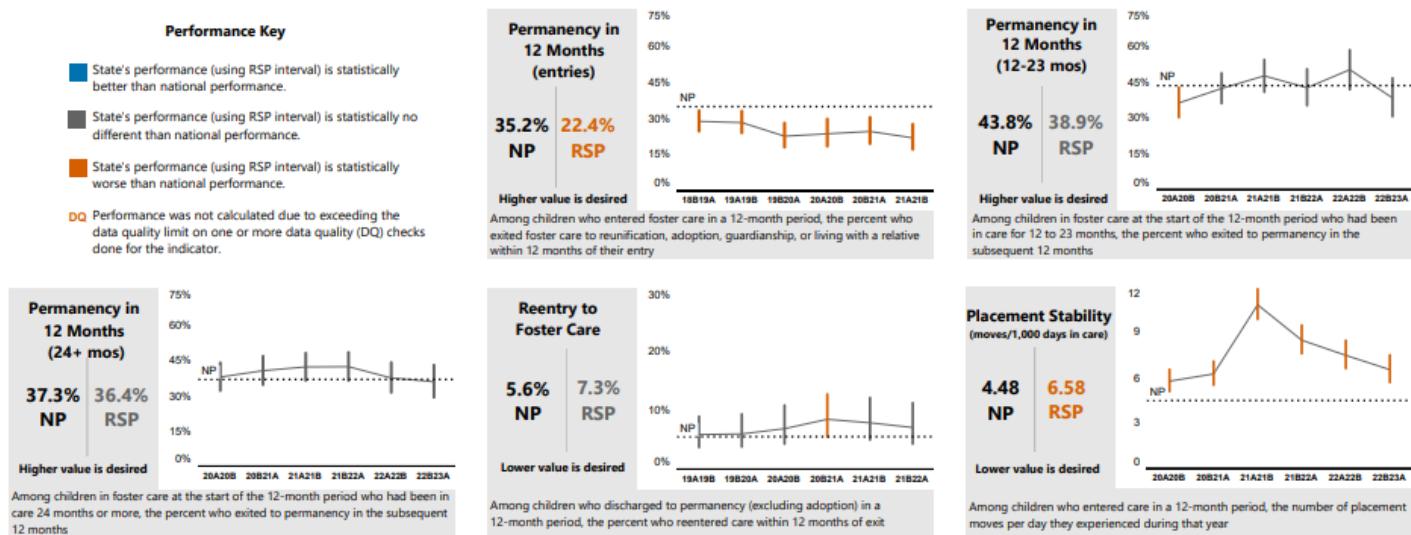
Permanency Outcome 1: Children have permanency and stability in their living situations.

The CB determines whether a state is in substantial conformity based on the state's RSP on 5 statewide data indicators and the state's performance on Items 4, 5, and 6.

Statewide Data Indicators

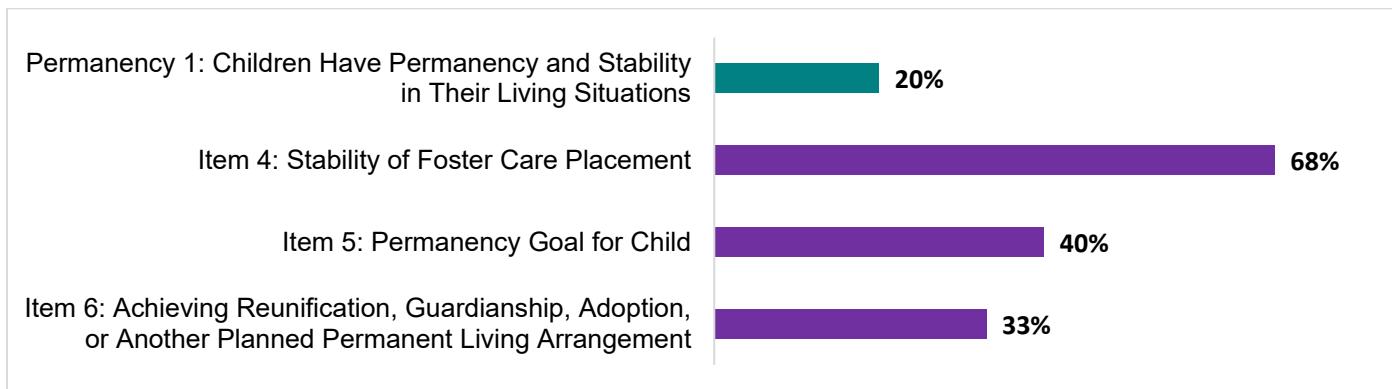
The chart below shows the state's performance from the August 2023 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Permanency Outcome 1.

Figure 4. State's Performance on Permanency Outcome 1 Indicators



Case Review

Figure 5. Performance on Permanency Outcome 1 and Supporting Items



The District of Columbia was found not to be in substantial conformity with Permanency Outcome 1:

- The state's performance on the "permanency in 12 months for children entering foster care" data indicator was statistically worse than national performance.
- The state's performance on the "permanency in 12 months for children in foster care 12–23 months" data indicator was statistically no different than national performance.
- The state's performance on the "permanency in 12 months for children in foster care 24 months or more" data indicator was statistically no different than national performance.
- The state's performance on the "reentry to foster care in 12 months" data indicator was statistically no different than national performance.
- The state's performance on the "placement stability" data indicator was statistically worse than national performance. Less than 95% of the cases reviewed were substantially achieved.

- Less than 90% of the cases were rated as a Strength on Item 4.
- Less than 90% of the cases were rated as a Strength on Item 5.
- Less than 90% of the cases were rated as a Strength on Item 6

Notable Changes and Observations in Performance on the Permanency Outcome 1 Data Indicators During Round 4

Table 3. Risk-Standardized Performance Compared to National Performance—Permanency 1 Data Indicators

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	February 2024 Profile	August 2024 Profile	Inclusion in PIP?
Permanency in 12 months for children entering care	Worse	Worse	Worse	Yes
Permanency in 12 months for children in care 12–23 months	No Different	No Different	Worse	No
Permanency in 12 months for children in care 24 months or more	No Different	No Different	No Different	No
Reentry to foster care in 12 months	No Different	No Different	No Different	No
Placement stability	Worse	Worse	Worse	Yes

All results reported here are based on the August 2024 data profile and supplementary context data and may describe performance that is different from what is depicted in Table 2 because that is from the August 2023 data profile, which was transmitted with the Statewide Assessment and used to determine substantial conformity.

Due to the relative size of the District of Columbia's foster care population compared to other states nationally, performance within a given age or race/ethnicity group can be affected by a handful of children or even one. These observations are made with these small sub-populations in mind.

The District's performance on each of the Permanency in 12 Months indicators have worsened over the most recent 6 reporting periods, especially for children in care 12–23 months and 24 months or longer.

- While the number of children entering care has decreased by a quarter over the last 6 reporting periods, the number exiting to permanency within 12 months of their entry has dropped by more than a third.
- Differing from national-level trends, children less than 1 year old in the District achieved permanency at disproportionately higher levels compared to children 1–16 years old. However, children 1–10 years old make up approximately 42% of children entering care, however, 33% of all exits to permanency are from this group.
- More strikingly, the number of children in care 12–23 months and 24+ months dropped by more than a third during the same timeframe, but the number of these children exiting to permanency decreased by half—a decrease in performance by 30% and 28%, respectively.

The District's performance on Reentry to Foster Care has steadily improved over the last 5 reporting periods, with a 75% drop in reentries outpacing the 45% drop in exits to permanency.

- As a group, children under 1 year old consistently experienced more reentry to foster care compared to all other age groups in the District, while children 11–16 years old represent the highest number of children who reenter care within 12 months of an exit to permanency.

While performance on Placement Stability remains worse than national performance, the District's RSP has improved by 12% since the data period used to determine substantial conformity and by 46% over the last 6 data periods.

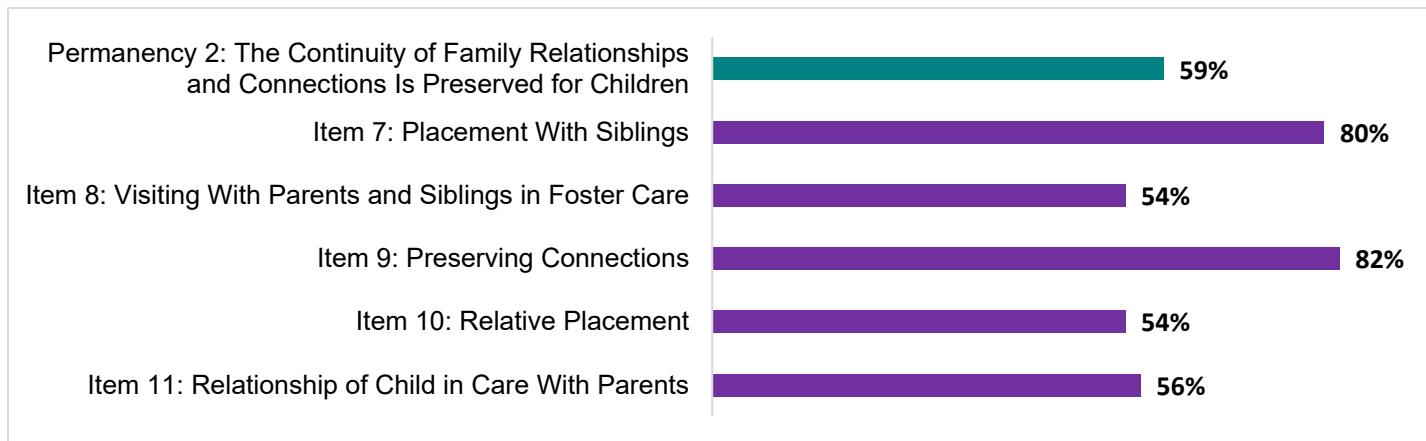
- Black children contribute to approximately 75% of all days in care within the District. While their placement rate dropped by 19% over the past 3 reporting years, the placement rate for all other groups combined dropped by 67%.

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 7, 8, 9, 10, and 11.

Case Review

Figure 6. Performance on Permanency Outcome 2 and Supporting Items



The District of Columbia was found not to be in substantial conformity with Permanency Outcome 2:

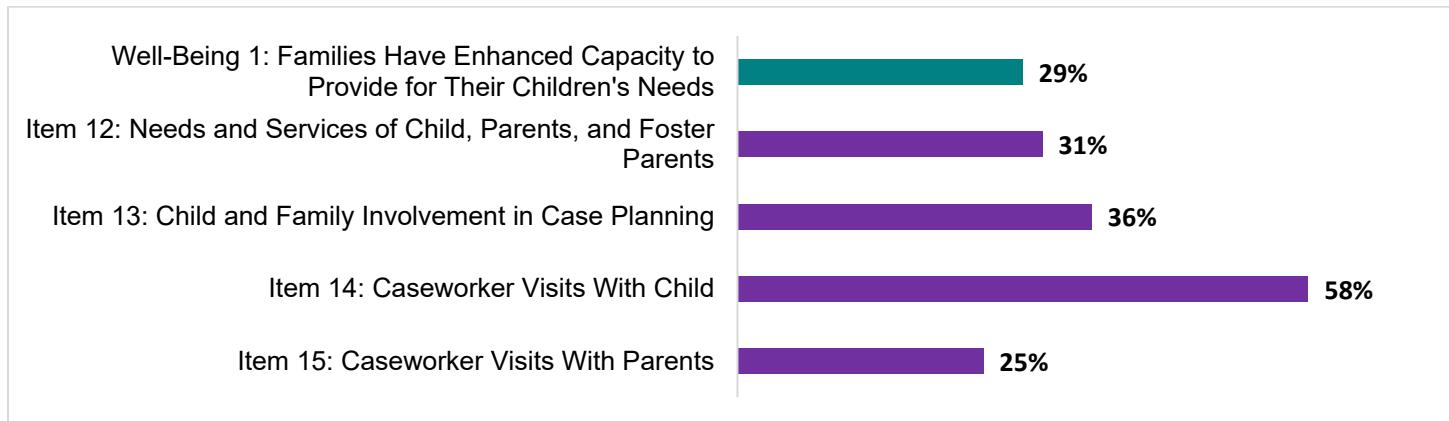
- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 7.
- Less than 90% of the cases were rated as a Strength on Item 8.
- Less than 90% of the cases were rated as a Strength on Item 9.
- Less than 90% of the cases were rated as a Strength on Item 10.
- Less than 90% of the cases were rated as a Strength on Item 11.

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 12, 13, 14, and 15.

Case Review

Figure 7. Performance on Well-Being Outcome 1 and Supporting Items



The District of Columbia was found not to be in substantial conformity with Well-Being Outcome 1:

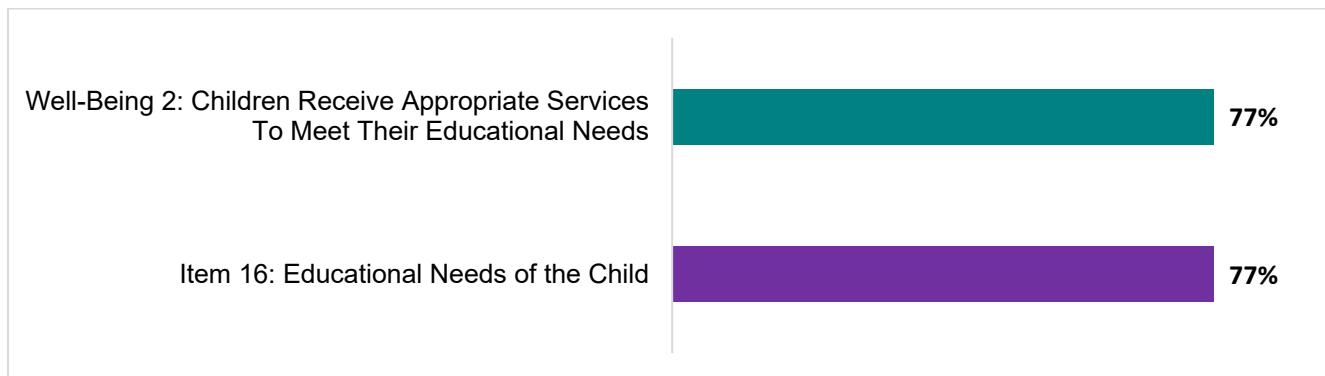
- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 12.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12A.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12B.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12C.
- Less than 90% of the cases were rated as a Strength on Item 13.
- Less than 90% of the cases were rated as a Strength on Item 14.
- Less than 90% of the cases were rated as a Strength on Item 15.

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Item 16.

Case Review

Figure 8. Performance on Well-Being Outcome 2 and Supporting Items



The District of Columbia was found not to be in substantial conformity with Well-Being Outcome 2:

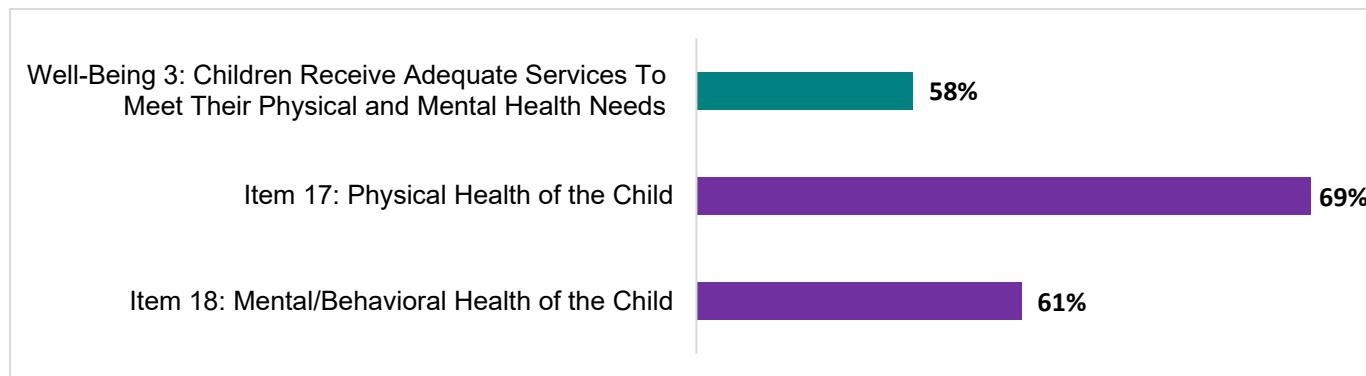
- Less than 95% of the cases were rated as a Strength on Item 16.

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 17 and 18.

Case Review

Figure 9. Performance on Well-Being Outcome 3 and Supporting Items



The District of Columbia was found not to be in substantial conformity with Well-Being Outcome 3:

- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 17.
- Less than 90% of the cases were rated as a Strength on Item 18.

III. KEY FINDINGS RELATED TO SYSTEMIC FACTORS

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined based on ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required. For each systemic factor below, we provide performance summaries and a determination of whether the state is in substantial conformity with that systemic factor. In addition, we provide ratings for each item.

Statewide Information System

The CB determines whether a state is in substantial conformity based on the state's performance on Item 19.

Item	Rating
Item 19: Statewide Information System	Strength

The District of Columbia was found to be in substantial conformity with the systemic factor of Statewide Information System.

Item 19: Statewide Information System

Description of Systemic Factor Item: The statewide information system is functioning statewide to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care.

- The District of Columbia received an overall rating of Strength for Item 19 based on information from the Statewide Assessment.
- FACES.NET functions as the central repository for all client-level information in the District. It operates uniformly throughout the District and encompasses all geographical and political subdivisions. The child-specific information includes child status, demographic characteristics, location, placement, and permanency goals for every child in foster care. All data are readily retrievable by CFSA and CFSA-contracted private agency staff. All data must be entered into FACES.NET within 24 hours of occurrence. The FACES.NET management report CMT 366 is generated daily to show the status, demographics, and goals of all children in foster care. As of September 30, 2023, all children in care had information entered for age, gender, race, ethnicity, legal status, and placement location. When data are found to be inaccurate or missing, the system generates several compliance reports. These reports prompt data clean-up when missing or inaccurate information is detected. Data and information gathered during the CFSR identified that FACES.NET does not have a built-in prompt for race data.

Case Review System

The CB determines whether a state is in substantial conformity based on the state's performance on Items 20, 21, 22, 23, and 24.

Items	Rating
Item 20: Written Case Plan	Area Needing Improvement
Item 21: Periodic Reviews	Area Needing Improvement

Items	Rating
Item 22: Permanency Hearings	Area Needing Improvement
Item 23: Termination of Parental Rights	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Area Needing Improvement

The District of Columbia was found not to be in substantial conformity with the systemic factor of Case Review System.

Item 20: Written Case Plan

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a written case plan that is developed jointly with the child's parent(s) and includes the required provisions.

- The District of Columbia received an overall rating of Area Needing Improvement for Item 20 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information gathered indicated that typically Family Team Meetings and meetings between the social workers and parents after supervised visitation are utilized to update case plans. However, case plans are not routinely developed jointly with parents. Initial case plans are typically presented to parents with tasks and goals already identified and are not routinely individualized based on the case circumstances.

Item 21: Periodic Reviews

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review.

- The District of Columbia received an overall rating of Area Needing Improvement for Item 21 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information collected does not demonstrate that for each child a periodic review occurs within 6 months of entry into foster care and every 6 months thereafter. There was a lack of evidence that initial and subsequent periodic reviews are happening timely.

Item 22: Permanency Hearings

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a permanency hearing in a qualified court or administrative body that occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

- The District of Columbia received an overall rating of Area Needing Improvement for Item 22 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information collected demonstrated that initial permanency hearings are routinely being held within 12 months from the date the child entered foster care. However, there was a lack of evidence that subsequent permanency hearings are occurring every 12 months thereafter.

Item 23: Termination of Parental Rights

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that the filing of termination of parental rights proceedings occurs in accordance with required provisions.

- The District of Columbia received an overall rating of Area Needing Improvement for Item 23 based on information from the Statewide Assessment.

- There was no evidence provided that TPR motions that are required to be filed are filed timely. Data and information demonstrated a small number of cases where TPR motions were filed; however, it was unclear if they were filed timely in accordance with federal timeframes. There is no process for the district to actively monitor that TPR motions are filed timely and track exceptions, including documented compelling reasons not to file.

Item 24: Notice of Hearings and Reviews to Caregivers

Description of Systemic Factor Item: The case review system is functioning to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child.

- The District of Columbia received an overall rating of Area Needing Improvement for Item 24 based on information from the Statewide Assessment.
- Information demonstrated that the District has a consistent process for notifying foster parents, pre-adoptive parents, and relative caregivers of periodic reviews and permanency hearings by mailing a letter 10 days before all periodic reviews and permanency hearings. Evidence showed that the letter providing notice of periodic reviews and permanency hearings did not include notice of the right to be heard.

Quality Assurance System

The CB determines whether a state is in substantial conformity based on the state's performance on Item 25.

Item	Rating
Item 25: Quality Assurance System	Strength

District of Columbia was found to be in substantial conformity with the systemic factor of Quality Assurance System.

Item 25: Quality Assurance System

Description of Systemic Factor Item: The quality assurance system is functioning statewide to ensure that it (1) is operating in the jurisdictions where the services included in the Child and Family Services Plan (CFS) are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures.

- The District of Columbia received an overall rating of Strength for Item 25 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information collected showed that the District has a QA infrastructure to gather data and examine whether the service delivery system is meeting the needs of the children and families within the District. Ongoing QA processes are in place to ensure that relevant reports that evaluate program improvement measures are shared with internal and external stakeholders. CFS uses input solicited to develop and make necessary changes to practices and procedures and has mechanisms in place to share feedback.

Staff and Provider Training

The CB determines whether a state is in substantial conformity based on the state's performance on Items 26, 27, and 28.

Items	Rating
Item 26: Initial Staff Training	Strength
Item 27: Ongoing Staff Training	Strength
Item 28: Foster and Adoptive Parent Training	Strength

The District of Columbia was found to be in substantial conformity with the systemic factor of Staff and Provider Training.

Item 26: Initial Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions.

- The District of Columbia received an overall rating of Strength for Item 26 based on information from the Statewide Assessment.
- CFSA requires all new employees, including private agency staff who have full case management responsibility, to complete 80 hours of pre-service training within the first 90 days of employment. Training participants must obtain a minimum score of 80% on knowledge checks to receive credit for attendance at a training. Over the past several years, CFSA has met its target for new employee training completion and knowledge check passage. Post-training evaluations are used to evaluate the efficacy of trainings. CFSA has developed a post-training evaluation survey for those having completed pre-service training in the past 30, 60, or 90 days. Each quarter, the link to the post-evaluation survey is sent to participants to assess their continued satisfaction with their pre-service training.

Item 27: Ongoing Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that ongoing training is provided for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.

- The District of Columbia received an overall rating of Strength for Item 27 based on information from the Statewide Assessment.
- The District requires 20 hours of in-service training each year for caseworkers and supervisors. This is in alignment with the DC Board of Social Work's licensure requirement of 40 hours every 2 years. The Child Welfare Training Academy (CWTA) updates trainings on a quarterly basis or when policy or business processes change. The Development and Equity Administration (DEA), with the specific support of CWTA, developed the Understanding Race Equity in Child Welfare training series and updated the DC's mandated reporter training to include Implicit Bias and the Mandated Reporter in response to District-wide and agency-wide initiatives. Compliance with training requirements is included in direct service staff performance evaluations. CFSA continually reminds supervisors to protect their staff time to attend training. Data and evidence provided shows that most CFSA and private agency staff had completed their training hours in the required timeframe.

Item 28: Foster and Adoptive Parent Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under

title IV-E) that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

- The District of Columbia received an overall rating of Strength for Item 28 based on information from the Statewide Assessment.
- Resource (foster) parents must take 30 hours of pre-service training and then 30 hours of in-service training every 2 years. Direct care facility staff must complete 40 hours of pre-service training and then take assigned training as needed. Resource parent training is tracked in the District's statewide information system, FACES.NET. Reports can be pulled from FACES.NET to ensure all resource parents are up to date on training. When prompted to suggest training approaches and additional topics, resource parents emphasized the need for more concrete and practical guidance based on logistical considerations and real-life situations. Data and evidence provided shows that most resource parents, kinship providers, and congregate care staff complete their required training hours each year.

Service Array and Resource Development

The CB determines whether a state is in substantial conformity based on the state's performance on Items 29 and 30.

Items	Rating
Item 29: Array of Services	Area Needing Improvement
Item 30: Individualizing Services	Area Needing Improvement

The District of Columbia was found not to be in substantial conformity with the systemic factor of Service Array and Resource Development.

Item 29: Array of Services

Description of Systemic Factor Item: The service array and resource development system is functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the CFSP: (1) services that assess the strengths and needs of children and families and determine other service needs, (2) services that address the needs of families in addition to individual children in order to create a safe home environment, (3) services that enable children to remain safely with their parents when reasonable, and (4) services that help children in foster and adoptive placements achieve permanency.

- The District of Columbia received an overall rating of Area Needing Improvement for Item 29 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information collected indicated that the District offers a wide array of services. However, despite the breadth of services available, there are challenges in accessing essential core services, particularly mental health services. There are waitlists for individual therapy and other community-based mental health services, including family therapy and grief and loss therapy. The high turnover rate for mental health and other providers, including psychiatric services, can result in service disruption or client disengagement, causing delays in achievement of permanency for children in care. While CFSA offers individual therapy for children in foster care, families who receive in-home services sometimes have to wait months for mental health therapy. There are also waitlists for domestic violence services for both victims and perpetrators. Also, the foster care placement array is limited in the District since there are no psychiatric residential treatment centers (PRTFs) in the District or nearby, so youth are sent out of state. There are waitlists for PRTFs and insufficient placement resources to address youth with mental health and behavioral challenges. Additional resource needs, in particular housing assistance, were also cited as barriers during interviews.

Item 30: Individualizing Services

Description of Systemic Factor Item: The service array and resource development system is functioning statewide to ensure that the services in Item 29 can be individualized to meet the unique needs of children and families served by the agency.

- The District of Columbia received an overall rating of Area Needing Improvement for Item 30 based on information from the Statewide Assessment and stakeholder interviews.
- While CFSA has policies and tailored services to address the specific needs of children and families, there are shortcomings in providing individualized services to children and parents. Although flex funds are available, stakeholders said that there remain gaps in services for Spanish speakers and individuals requiring disability services. Parents who have developmental or intellectual disabilities are not consistently provided services to build parenting capacity and skills. Also, services are not routinely individualized for families being served in-home.

Agency Responsiveness to the Community

The CB determines whether a state is in substantial conformity based on the state's performance on Items 31 and 32.

Items	Rating
Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Area Needing Improvement
Item 32: Coordination of CFSP Services With Other Federal Programs	Strength

The District of Columbia was found to be in substantial conformity with the systemic factor of Agency Responsiveness to the Community.

Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that, in implementing the provisions of the CFSP and developing related Annual Progress and Services Reports (APSRs), the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP.

- The District of Columbia received an overall rating of Area Needing Improvement for Item 31 based on information from the Statewide Assessment and stakeholder interviews.
- The CFSA has several processes in place to engage stakeholders and partners, including those with lived experience, in individual initiatives, program changes, and particular projects. However, the data and information collected did not show that the CFSA routinely engages these groups, along with judges and attorneys, in ongoing consultation in the development and implementation of the goals, objectives, and measures for the provisions of the CFSP and annual updates through the APSRs.

Item 32: Coordination of CFSP Services With Other Federal Programs

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that the state's services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

- The District of Columbia received an overall rating of Strength for Item 32 based on information from the Statewide Assessment.
- Data and information showed that CFSA has official Memoranda of Understanding with several agencies, including the Department of Behavioral Health, Office of the State Superintendent of

Education, and others to administer programs serving the same population. In addition, CFSAs works closely with other District-level agencies to coordinate federally funded services. For example, CFSAs, in partnership with the mayor's office, opened 11 Family Success Centers in targeted neighborhoods to connect families to prevention services that are critical to family success. Many of the services available at the centers are provided by District government agencies that administer federal programs, including the Department of Human Services, which administers Temporary Assistance for Needy Families, WIC (Special Supplemental Nutrition Program for Women, Infants, and Children), Head Start, and Supplemental Nutrition Assistance Program services; Department of Employment Services; Department of Behavioral Health, which is responsible for the Medicaid program; the Office of Neighborhood Services and Engagement, which coordinates federal and District community safety programs; the DC Housing Authority; and DC Public Schools.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

The CB determines whether a state is in substantial conformity based on the state's performance on Items 33, 34, 35, and 36.

Items	Rating
Item 33: Standards Applied Equally	Area Needing Improvement
Item 34: Requirements for Criminal Background Checks	Strength
Item 35: Diligent Recruitment of Foster and Adoptive Homes	Strength
Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements	Strength

The District of Columbia was found to be in substantial conformity with the systemic factor of Foster and Adoptive Parent Licensing, Recruitment, and Retention.

Item 33: Standards Applied Equally

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds.

- The District of Columbia received an overall rating of Area Needing Improvement for Item 33 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information collected indicated that the District has uniform licensing standards that are reasonably in accord with prevailing standards and that these apply to all foster and adoptive parents, including kinship relative homes and child care institutions. While the district allows resource families to receive variances for non-safety requirements on a case-by-case basis, there is no uniform process in place for evaluating and either approving or denying requests for variances or a mechanism to readily identify or track the particular standards for which a family received a variance.

Item 34: Requirements for Criminal Background Checks

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the state complies with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.

- The District of Columbia received an overall rating of Strength for Item 34 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information collected showed that the District complies with the federal requirements for fingerprint-based criminal background checks of national crime information databases and child abuse

and neglect registry checks for any prospective foster or adoptive parent, relative guardian, and any other adult living in the home prior to the placement of a child in that home. The only instance where a child may be residing in a placement where criminal record checks of the adults have not been completed would be when a youth runs away to a friend or relative's home. In such a case, the agency has a case planning process in place to ensure the safety of the child as soon as possible.

Item 35: Diligent Recruitment of Foster and Adoptive Homes

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide.

- The District of Columbia received an overall rating of Strength for Item 35 based on information from the Statewide Assessment and stakeholder interviews.
- Data reports, including statistics available on the public CFSA Data Dashboard, inform recruitment specialists of the race, ethnicity, age, gender, and ward of origin of children in foster care. An environmental scan that looks at the District's individual ward population by race and other factors is used to identify where within the city recruitment specialists should focus their efforts. In addition, the District can adequately track the racial and ethnic background of foster and adoptive parents. The District uses a variety of ways to determine whether the available foster and adoptive families meet the ethnic, racial, and unique needs of children in out-of-home care, including tracking and maintaining monthly demographics of resource parents to capture their race, capacity, utilization, language, and child preferences.

Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

- The District of Columbia received an overall rating of Strength for Item 36 based on information from the Statewide Assessment.
- Data and information collected show that the District is complying with federal timeframes for Interstate Compact on the Placement of Children (ICPC) home study requests. When suitable resource homes cannot be found for a child, the District uses a variety of child-specific recruitment resources and activities, including the National Adoption Foundation, health fairs, matching events, trainings, and webinars, and partners with organizations with a broader reach, including Adoptuskids.org, the Barker Adoption Foundation, A Family for Every Child, Heart Gallery of America, local and national adoption websites, and adoption exchanges.

IV. APPENDIX A

Summary of District of Columbia 2024 Child and Family Services Review Performance

I. Ratings for Safety, Permanency, and Well-Being Outcomes and Items and Performance on Statewide Data Indicators

Outcome Achievement: Outcomes may be rated as in substantial conformity or not in substantial conformity. 95% of the applicable cases reviewed must be rated as having substantially achieved the outcome for the state to be in substantial conformity with the outcome.

Item Achievement: Items may be rated as a Strength or as an Area Needing Improvement. For an overall rating of Strength, 90% of the cases reviewed for the item (with the exception of Item 1 and Item 16) must be rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies.

Statewide Data Indicators: For Safety Outcome 1 and Permanency Outcome 1, the state's performance is also considered against the national performance for each statewide data indicator. State performance may be statistically better, worse, or no different than the national performance. If a state did not provide the required data or did not meet the applicable item data quality limits, the CB did not calculate the state's performance for the statewide data indicator.

RSP (Risk-Standardized Performance) is derived from a multi-level statistical model, reflects the state's performance relative to states with similar children, and takes into account the number of children the state served, the age distribution of these children and, for some indicators, the state's entry rate. It uses risk adjustment to minimize differences in outcomes due to factors over which the state has little control and provides a fairer comparison of state performance against national performance.

RSP Interval is the 95% confidence interval estimate for the state's RSP. The values shown are the lower RSP and upper RSP of the interval estimate. The interval accounts for the amount of uncertainty associated with the RSP. For example, the CB is 95% confident that the true value of the RSP is between the lower and upper limit of the interval.

Data Period(s) Used refers to the initial 12-month period and the period(s) of data needed to follow the children to observe their outcomes. The FY or federal fiscal year refers to NCANDS data, which spans the 12-month period October 1–September 30. All other periods refer to AFCARS data. "A" refers to the 6-month period October 1–March 31. "B" refers to the 6-month period April 1–September 30. The 2-digit year refers to the calendar year in which the period ends.

SAFETY OUTCOME 1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT.

Data Element	Overall Determination	State Performance
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.	Not in Substantial Conformity	22% Substantially Achieved
Item 1: Timeliness of investigations	Area Needing Improvement	22% Strength

DATA INDICATORS FOR SAFETY OUTCOME 1

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Maltreatment in foster care (victimizations per 100,000 days in care)	9.07	Better Than National Performance	Lower	3.99	1.99–8.03	21A–21B, FY21–22
Recurrence of maltreatment	9.7%	Worse Than National Performance	Lower	18.8%	16.7%–21.1%	FY21–22

SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

Data Element	Overall Determination	State Performance
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.	Not in Substantial Conformity	54% Substantially Achieved
Item 2: Services to protect child(ren) in the home and prevent removal or re-entry into foster care	Area Needing Improvement	56% Strength
Item 3: Risk and safety assessment and management	Area Needing Improvement	55% Strength

PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS.

Data Element	Overall Determination	State Performance
Permanency Outcome 1: Children have permanency and stability in their living situations.	Not in Substantial Conformity	20% Substantially Achieved
Item 4: Stability of foster care placement	Area Needing Improvement	68% Strength
Item 5: Permanency goal for child	Area Needing Improvement	40% Strength
Item 6: Achieving reunification, guardianship, adoption, or another planned permanent living arrangement	Area Needing Improvement	33% Strength

DATA INDICATORS FOR PERMANENCY OUTCOME 1

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Permanency in 12 months for children entering foster care	35.2%	Worse Than National Performance	Higher	22.4%	17.6%–28.1%	21A–23A
Permanency in 12 months for children in foster care 12–23 months	43.8%	No Different Than National Performance	Higher	38.9%	31.1%–47.3%	22B–23A
Permanency in 12 months for children in foster care 24 months or more	37.3%	No Different Than National Performance	Higher	36.4%	29.7%–43.5%	22B–23A
Re-entry to foster care in 12 months	5.6%	No Different Than National Performance	Lower	7.3%	4.5%–11.5%	21B–23A
Placement stability (moves per 1,000 days in care)	4.48	Worse Than National Performance	Lower	6.58	5.74–7.55	22B–23A

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

Data Element	Overall Determination	State Performance
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.	Not in Substantial Conformity	59% Substantially Achieved
Item 7: Placement with siblings	Area Needing Improvement	80% Strength
Item 8: Visiting with parents and siblings in foster care	Area Needing Improvement	54% Strength
Item 9: Preserving connections	Area Needing Improvement	82% Strength
Item 10: Relative placement	Area Needing Improvement	54% Strength
Item 11: Relationship of child in care with parents	Area Needing Improvement	56% Strength

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.	Not in Substantial Conformity	29% Substantially Achieved
Item 12: Needs and services of child, parents, and foster parents	Area Needing Improvement	31% Strength
Sub-Item 12A: Needs assessment and services to children	Area Needing Improvement	71% Strength
Sub-Item 12B: Needs assessment and services to parents	Area Needing Improvement	27% Strength
Sub-Item 12C: Needs assessment and services to foster parents	Area Needing Improvement	70% Strength
Item 13: Child and family involvement in case planning	Area Needing Improvement	36% Strength
Item 14: Caseworker visits with child	Area Needing Improvement	58% Strength
Item 15: Caseworker visits with parents	Area Needing Improvement	25% Strength

WELL-BEING OUTCOME 2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.	Not in Substantial Conformity	77% Substantially Achieved
Item 16: Educational needs of the child	Area Needing Improvement	77% Strength

WELL-BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.	Not in Substantial Conformity	58% Substantially Achieved
Item 17: Physical health of the child	Area Needing Improvement	69% Strength
Item 18: Mental/behavioral health of the child	Area Needing Improvement	61% Strength

II. Ratings for Systemic Factors

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the

systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined on the basis of ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required.

STATEWIDE INFORMATION SYSTEM

Data Element	Source of Data and Information	State Performance
Statewide Information System	Statewide Assessment	Substantial Conformity
Item 19: Statewide Information System	Statewide Assessment	Strength

CASE REVIEW SYSTEM

Data Element	Source of Data and Information	State Performance
Case Review System	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 20: Written Case Plan	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 21: Periodic Reviews	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 22: Permanency Hearings	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 23: Termination of Parental Rights	Statewide Assessment	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Statewide Assessment	Area Needing Improvement

QUALITY ASSURANCE SYSTEM

Data Element	Source of Data and Information	State Performance
Quality Assurance System	Statewide Assessment and Stakeholder Interviews	Substantial Conformity
Item 25: Quality Assurance System	Statewide Assessment and Stakeholder Interviews	Strength

STAFF AND PROVIDER TRAINING

Data Element	Source of Data and Information	State Performance
Staff and Provider Training	Statewide Assessment	Substantial Conformity
Item 26: Initial Staff Training	Statewide Assessment	Strength
Item 27: Ongoing Staff Training	Statewide Assessment	Strength
Item 28: Foster and Adoptive Parent Training	Statewide Assessment	Strength

SERVICE ARRAY AND RESOURCE DEVELOPMENT

Data Element	Source of Data and Information	State Performance
Service Array and Resource Development	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 29: Array of Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 30: Individualizing Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

AGENCY RESPONSIVENESS TO THE COMMUNITY

Data Element	Source of Data and Information	State Performance
Agency Responsiveness to the Community	Statewide Assessment and Stakeholder Interviews	Substantial Conformity
Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 32: Coordination of CFSP Services With Other Federal Programs	Statewide Assessment	Strength

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

Data Element	Source of Data and Information	State Performance
Foster and Adoptive Parent Licensing, Recruitment, and Retention	Statewide Assessment and Stakeholder Interviews	Substantial Conformity
Item 33: Standards Applied Equally	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 34: Requirements for Criminal Background Checks	Statewide Assessment and Stakeholder Interviews	Strength
Item 35: Diligent Recruitment of Foster and Adoptive Homes	Statewide Assessment and Stakeholder Interviews	Strength
Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements	Statewide Assessment	Strength

APPENDIX B: PRACTICE PERFORMANCE REPORT

District of Columbia (State-Led) 2024

The Practice Performance Report provides an aggregated summary of practice performance for all 18 items in the Onsite Review Instrument and Instructions (OSRI) for all approved and final cases from all the sites in the [state] CFSR ([CB-Led/State-Led]) and includes a breakdown of performance by case type. Please refer to the Rating Criteria section at the end of each item in the OSRI to identify which responses to questions will result in a Strength rating. For more information on the OSRI, see <https://www.cfsrportal.acf.hhs.gov/resources/round-4-resources/cfsr-round-4-instruments-tools-and-guides>

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment

Practice Description	All Case Types—Performance of Applicable Cases
(Question 1A) Investigations or assessments were initiated in accordance with the state's timeframes and requirements in cases.	43.48% (10 of 23)
(Question 1B) Face-to-face contact with the child(ren) who is (are) the subject of the report were made in accordance with the state's timeframes and requirements in cases.	26.09% (6 of 23)
(Question 1C) Reasons for delays in initiation of investigations or assessments and/or face-to-face contact were due to circumstances beyond the control of the agency.	0% (0 of 18)
Item 1 Strength Ratings	21.74% (5 of 23)

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care

Practice Description	Foster Care—Performance of Applicable Cases	In-Home Services—Performance of Applicable Cases	All Case Types—Performance of Applicable Cases
(Questions 2A and 2B) Agency made concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry or reentry into foster care.	38.46% (5 of 13)	57.14% (8 of 14)	48.15% (13 of 27)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 2A and 2B) Although the agency did not make concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry into foster care, the child(ren) was removed from the home because this action was necessary to ensure the child's safety.	7.69% (1 of 13)	Not Applicable	7.69% (1 of 13)
(Questions 2A and 2B) Agency did not make concerted efforts to provide services and the child was removed without providing appropriate services.	7.69% (1 of 13)	Not Applicable	7.69% (1 of 13)
(Questions 2A and 2B) Concerted efforts were not made to provide appropriate services to address safety/risk issues and the child(ren) remained in the home.	38.46% (5 of 13)	42.86% (6 of 14)	40.74% (11 of 27)
Item 2 Strength Ratings	53.85% (7 of 13)	57.14% (8 of 14)	55.56% (15 of 27)

Item 3: Risk and Safety Assessment and Management

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 3A1) There were no maltreatment allegations about the family that were not formally reported or formally investigated/assessed.	100% (40 of 40)	84% (21 of 25)	93.85% (61 of 65)
(Question 3A1) There were no maltreatment allegations that were not substantiated despite evidence that would support substantiation.	100% (40 of 40)	92% (23 of 25)	96.92% (63 of 65)
(Question 3A) The agency conducted an initial assessment that accurately assessed all risk and safety concerns.	80% (4 of 5)	80% (8 of 10)	80% (12 of 15)
(Question 3B) The agency conducted ongoing assessments that accurately assessed all risk and safety concerns.	70% (28 of 40)	44% (11 of 25)	60% (39 of 65)
(Question 3C) When safety concerns were present, the agency developed an appropriate safety plan with the family and continually monitored the safety plan as needed, including monitoring family engagement in safety-related services.	33.33% (3 of 9)	47.06% (8 of 17)	42.31% (11 of 26)
(Question 3D) There were no safety concerns pertaining to children in the family home that were not adequately or appropriately addressed by the agency.	64.29% (9 of 14)	54.55% (6 of 11)	60% (15 of 25)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 3E) There were no concerns related to the safety of the target child in foster care during visitation with parent(s)/caregiver(s) or other family members that were not adequately or appropriately addressed by the agency.	96.77% (30 of 31)	Not Applicable	96.77% (30 of 31)
(Question 3F) There were no concerns for the target child's safety in the foster home or placement facility that were not adequately or appropriately addressed by the agency.	97.5% (39 of 40)	Not Applicable	97.5% (39 of 40)
Item 3 Strength Ratings	70% (28 of 40)	32% (8 of 25)	55.38% (36 of 65)

Permanency Outcome 1: Children have permanency and stability in their living situations.

Item 4: Stability of Foster Care Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 4B) Placement changes for the child were planned by the agency in an effort to achieve the child's case goals or to meet the needs of the child.	20% (2 of 10)	20% (2 of 10)
(Question 4C) The child's current or most recent placement setting is stable.	82.5% (33 of 40)	82.5% (33 of 40)
Item 4 Strength Ratings	67.5% (27 of 40)	67.5% (27 of 40)

Item 5: Permanency Goal for Child

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 5A3) Permanency goal(s) is (are) specified in the case file.	100% (40 of 40)	100% (40 of 40)
(Question 5B) Permanency goals in effect during the period under review were established in a timely manner.	80% (32 of 40)	80% (32 of 40)
(Question 5C) Permanency goals in effect during the period under review were appropriate to the child's needs for permanency and to the circumstances of the case.	67.5% (27 of 40)	67.5% (27 of 40)
(Question 5D) Child has been in foster care for at least 15 of the most recent 22 months.	75% (30 of 40)	75% (30 of 40)
(Questions 5E) Child meets other Adoption and Safe Families Act criteria for termination of parental rights (TPR).	0% (0 of 10)	0% (0 of 10)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 5F and 5G) The agency filed or joined a TPR petition before the period under review (PUR) or in a timely manner during the PUR or an exception applied.	58.62% (17 of 29)	58.62% (17 of 29)
Item 5 Strength Ratings	40% (16 of 40)	40% (16 of 40)

Item 6: Achieving Reunification, Guardianship, Adoption, or Another Planned Permanent Living Arrangement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve reunification in a timely manner.	35% (7 of 20)	35% (7 of 20)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve guardianship in a timely manner.	66.67% (2 of 3)	66.67% (2 of 3)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve adoption in a timely manner.	8.33% (1 of 12)	8.33% (1 of 12)
(Questions 6A4 and 6C) The agency and court made concerted efforts to place a child with a goal of Another Planned Permanent Living Arrangement (APPLA) in a living arrangement that can be considered permanent until discharge from foster care.	100% (2 of 2)	100% (2 of 2)
(Questions 6A4 and B or 6A4 and C) The agency and court made concerted efforts to achieve concurrent goals. If one of two concurrent goals was achieved during the period under review, rating is based on the goal that was achieved.	33.33% (1 of 3)	33.33% (1 of 3)
Item 6 Strength Ratings	32.5% (13 of 40)	32.5% (13 of 40)

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

Item 7: Placement With Siblings

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 7A) The child was placed with all siblings who also were in foster care.	40% (8 of 20)	40% (8 of 20)
(Question 7B) When all siblings were not placed together, there was a valid reason for the child's separation from siblings in placement.	66.67% (8 of 12)	66.67% (8 of 12)
Item 7 Strength Ratings	80% (16 of 20)	80% (16 of 20)

Item 8: Visiting With Parents and Siblings in Foster Care

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 8A1) The usual frequency of visits between the child and mother was more than once a week.	4.55% (1 of 22)	4.55% (1 of 22)
(Question 8A1) The usual frequency of visits between the child and mother was once a week.	27.27% (6 of 22)	27.27% (6 of 22)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a week but at least twice a month.	27.27% (6 of 22)	27.27% (6 of 22)
(Question 8A1) The usual frequency of visits between the child and mother was less than twice a month but at least once a month.	13.64% (3 of 22)	13.64% (3 of 22)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a month.	18.18% (4 of 22)	18.18% (4 of 22)
(Question 8A1) Child never had visits with mother.	9.09% (2 of 22)	9.09% (2 of 22)
(Question 8A) Concerted efforts were made to ensure that the frequency of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	81.82% (18 of 22)	81.82% (18 of 22)
(Question 8C) Concerted efforts were made to ensure that the quality of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	80% (16 of 20)	80% (16 of 20)
(Questions 8A and 8C) The frequency and quality of visitation between the child and mother was sufficient to maintain and promote the continuity of the relationship.	68.18% (15 of 22)	68.18% (15 of 22)
(Question 8B1) The usual frequency of visits between the child and father was more than once a week.	6.67% (1 of 15)	6.67% (1 of 15)
(Question 8B1) The usual frequency of visits between the child and father was once a week.	20% (3 of 15)	20% (3 of 15)
(Question 8B1) The usual frequency of visits between the child and father was less than once a week but at least twice a month.	13.33% (2 of 15)	13.33% (2 of 15)
(Question 8B1) The usual frequency of visits between the child and father was less than twice a month but at least once a month.	13.33% (2 of 15)	13.33% (2 of 15)
(Question 8B1) The usual frequency of visits between the child and father was less than once a month.	20% (3 of 15)	20% (3 of 15)
(Question 8B1) Child never had visits with father.	26.67% (4 of 15)	26.67% (4 of 15)
(Question 8B) Concerted efforts were made to ensure that the frequency of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	46.67% (7 of 15)	46.67% (7 of 15)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 8D) Concerted efforts were made to ensure that the quality of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	54.55% (6 of 11)	54.55% (6 of 11)
(Questions 8B and 8D) The frequency and quality of visitation between the child and father was sufficient to maintain and promote the continuity of the relationship.	40% (6 of 15)	40% (6 of 15)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was more than once a week.	0% (0 of 12)	0% (0 of 12)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was once a week.	25% (3 of 12)	25% (3 of 12)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a week but at least twice a month.	50% (6 of 12)	50% (6 of 12)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than twice a month but at least once a month.	8.33% (1 of 12)	8.33% (1 of 12)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a month.	16.67% (2 of 12)	16.67% (2 of 12)
(Question 8E1) Child never had visits with siblings in foster care.	0% (0 of 12)	0% (0 of 12)
(Question 8E) Concerted efforts were made to ensure that the frequency of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	91.67% (11 of 12)	91.67% (11 of 12)
(Question 8F) Concerted efforts were made to ensure that the quality of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	91.67% (11 of 12)	91.67% (11 of 12)
(Questions 8E and 8F) The frequency and quality of visitation with siblings in foster care was sufficient to maintain and promote the continuity of the relationship.	91.67% (11 of 12)	91.67% (11 of 12)
Item 8 Strength Ratings	53.85% (14 of 26)	53.85% (14 of 26)

Item 9: Preserving Connections

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 9A) Concerted efforts were made to maintain the child's important connections (for example, neighborhood, community, faith, language, extended family members including siblings who are not in foster care, Tribe, school, and/or friends).	82.05% (32 of 39)	82.05% (32 of 39)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 9 Strength Ratings	82.05% (32 of 39)	82.05% (32 of 39)

Item 10: Relative Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 10A1) The child's current, or most recent, placement was with a relative.	24.32% (9 of 37)	24.32% (9 of 37)
(Question 10A2) The child's current or most recent placement with a relative was appropriate to the child's needs.	100% (9 of 9)	100% (9 of 9)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Identify maternal relatives.	61.54% (8 of 13)	61.54% (8 of 13)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Locate maternal relatives.	38.46% (5 of 13)	38.46% (5 of 13)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Inform maternal relatives.	30.77% (4 of 13)	30.77% (4 of 13)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Evaluate maternal relatives.	69.23% (9 of 13)	69.23% (9 of 13)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Identify paternal relatives.	83.33% (10 of 12)	83.33% (10 of 12)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Locate paternal relatives.	58.33% (7 of 12)	58.33% (7 of 12)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Inform paternal relatives.	58.33% (7 of 12)	58.33% (7 of 12)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Evaluate paternal relatives.	66.67% (8 of 12)	66.67% (8 of 12)
Item 10 Strength Ratings	54.05% (20 of 37)	54.05% (20 of 37)

Item 11: Relationship of Child in Care With Parents

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 11A) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her mother.	76.19% (16 of 21)	76.19% (16 of 21)
(Question 11B) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her father.	35.71% (5 of 14)	35.71% (5 of 14)
Item 11 Strength Ratings	56% (14 of 25)	56% (14 of 25)

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

Item 12: Needs and Services of Child, Parents, and Foster Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 12 Strength Ratings	35% (14 of 40)	24% (6 of 25)	30.77% (20 of 65)

Sub-Item 12A: Needs Assessment and Services to Children

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12A1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the children's needs.	87.5% (35 of 40)	56% (14 of 25)	75.38% (49 of 65)
(Question 12A2) Appropriate services were provided to meet the children's needs.	90.32% (28 of 31)	53.33% (8 of 15)	78.26% (36 of 46)
Sub-Item 12A Strength Ratings	85% (34 of 40)	48% (12 of 25)	70.77% (46 of 65)

Sub-Item 12B: Needs Assessment and Services to Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12B1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the mother's needs	40% (10 of 25)	66.67% (16 of 24)	53.06% (26 of 49)
(Question 12B3) Appropriate services were provided to meet the mother's needs.	45.83% (11 of 24)	62.5% (15 of 24)	54.17% (26 of 48)
(Questions 12B1 and B3) Concerted efforts were made to assess and address the needs of mothers.	36% (9 of 25)	58.33% (14 of 24)	46.94% (23 of 49)
(Question 12B2) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the father's needs.	23.81% (5 of 21)	23.53% (4 of 17)	23.68% (9 of 38)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12B4) Appropriate services were provided to meet the father's needs.	31.25% (5 of 16)	23.08% (3 of 13)	27.59% (8 of 29)
(Questions 12B2 and 12B4) Concerted efforts were made to assess and address the needs of fathers.	19.05% (4 of 21)	17.65% (3 of 17)	18.42% (7 of 38)
Sub-Item 12B Strength Ratings	26.67% (8 of 30)	28% (7 of 25)	27.27% (15 of 55)

Sub-Item 12C: Needs Assessment and Services to Foster Parents

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12C1) The agency adequately assessed the needs of the foster or pre-adoptive parents related to caring for children in their care on an ongoing basis.	86.49% (32 of 37)	86.49% (32 of 37)
(Question 12C2) The agency provided appropriate services to foster and pre-adoptive parents related to caring for children in their care.	69.7% (23 of 33)	69.7% (23 of 33)
Sub-Item 12C Strength Ratings	70.27% (26 of 37)	70.27% (26 of 37)

Item 13: Child and Family Involvement in Case Planning

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 13A) The agency made concerted efforts to actively involve the child in the case planning process.	68% (17 of 25)	55% (11 of 20)	62.22% (28 of 45)
(Question 13B) The agency made concerted efforts to actively involve the mother in the case planning process.	40% (10 of 25)	75% (18 of 24)	57.14% (28 of 49)
(Question 13C) The agency made concerted efforts to actively involve the father in the case planning process.	26.32% (5 of 19)	17.65% (3 of 17)	22.22% (8 of 36)
Item 13 Strength Ratings	38.89% (14 of 36)	32% (8 of 25)	36.07% (22 of 61)

Item 14: Caseworker Visits With Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was more than once a week.	0% (0 of 40)	0% (0 of 25)	0% (0 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was once a week.	10% (4 of 40)	0% (0 of 25)	6.15% (4 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a week but at least twice a month.	55% (22 of 40)	56% (14 of 25)	55.38% (36 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than twice a month but at least once a month.	27.5% (11 of 40)	20% (5 of 25)	24.62% (16 of 65)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a month.	7.5% (3 of 40)	24% (6 of 25)	13.85% (9 of 65)
(Question 14A1) Caseworker never had visits with child(ren).	0% (0 of 40)	0% (0 of 25)	0% (0 of 65)
(Question 14A) The typical pattern of visits between the caseworker and the child (ren) was sufficient.	85% (34 of 40)	48% (12 of 25)	70.77% (46 of 65)
(Question 14B) The quality of visits between the caseworker and the child(ren) was sufficient.	75% (30 of 40)	37.5% (9 of 24)	60.94% (39 of 64)
Item 14 Strength Ratings	72.5% (29 of 40)	36% (9 of 25)	58.46% (38 of 65)

Item 15: Caseworker Visits With Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15A1) The typical pattern of visits between the caseworker and mother was more than once a week.	0% (0 of 25)	0% (0 of 24)	0% (0 of 49)
(Question 15A1) The typical pattern of visits between the caseworker and mother was once a week.	4% (1 of 25)	0% (0 of 24)	2.04% (1 of 49)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a week but at least twice a month.	20% (5 of 25)	58.33% (14 of 24)	38.78% (19 of 49)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than twice a month but at least once a month.	24% (6 of 25)	29.17% (7 of 24)	26.53% (13 of 49)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a month.	36% (9 of 25)	12.5% (3 of 24)	24.49% (12 of 49)
(Question 15A1) Caseworker never had visits with mother.	16% (4 of 25)	0% (0 of 24)	8.16% (4 of 49)
(Question 15A2) The typical pattern of visits between the caseworker and the mother was sufficient.	36% (9 of 25)	79.17% (19 of 24)	57.14% (28 of 49)
(Question 15C) The quality of visits between the caseworker and the mother was sufficient.	38.1% (8 of 21)	58.33% (14 of 24)	48.89% (22 of 45)
(Questions 15A2 and 15C) Both the frequency and quality of caseworker visitation with the mother were sufficient.	32% (8 of 25)	54.17% (13 of 24)	42.86% (21 of 49)
(Question 15B1) The typical pattern of visits between the caseworker and father was more than once a week.	0% (0 of 19)	0% (0 of 17)	0% (0 of 36)
(Question 15B1) The typical pattern of visits between the caseworker and father was once a week.	0% (0 of 19)	0% (0 of 17)	0% (0 of 36)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a week but at least twice a month.	15.79% (3 of 19)	17.65% (3 of 17)	16.67% (6 of 36)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than twice a month but at least once a month.	10.53% (2 of 19)	5.88% (1 of 17)	8.33% (3 of 36)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a month.	31.58% (6 of 19)	29.41% (5 of 17)	30.56% (11 of 36)
(Question 15B1) Caseworker never had visits with father.	42.11% (8 of 19)	47.06% (8 of 17)	44.44% (16 of 36)
(Question 15B2) The typical pattern of visits between the caseworker and the father was sufficient.	21.05% (4 of 19)	23.53% (4 of 17)	22.22% (8 of 36)
(Question 15D) The quality of visits between the caseworker and the father was sufficient.	36.36% (4 of 11)	33.33% (3 of 9)	35% (7 of 20)
(Question 15B2 and 15D) Both the frequency and quality of caseworker visitation with the father were sufficient.	15.79% (3 of 19)	17.65% (3 of 17)	16.67% (6 of 36)
Item 15 Strength Ratings	26.67% (8 of 30)	24% (6 of 25)	25.45% (14 of 55)

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

Item 16: Educational Needs of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 16A) The agency made concerted efforts to accurately assess the children's educational needs.	91.67% (33 of 36)	66.67% (8 of 12)	85.42% (41 of 48)
(Question 16B) The agency made concerted efforts to address the children's educational needs through appropriate services.	78.13% (25 of 32)	72.73% (8 of 11)	76.74% (33 of 43)
Item 16 Strength Ratings	80.56% (29 of 36)	66.67% (8 of 12)	77.08% (37 of 48)

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

Item 17: Physical Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 17A1) The agency accurately assessed the children's physical health care needs.	90% (36 of 40)	81.82% (9 of 11)	88.24% (45 of 51)
(Question 17B1) The agency provided appropriate oversight of prescription medications for the physical health issues of the target child in foster care.	90.91% (10 of 11)	Not Applicable	90.91% (10 of 11)
(Question 17B2) The agency ensured that appropriate services were provided to the children to address all identified physical health needs.	74.19% (23 of 31)	66.67% (6 of 9)	72.5% (29 of 40)
(Question 17A2) The agency accurately assessed the children's dental health care needs.	82.5% (33 of 40)	90.91% (10 of 11)	84.31% (43 of 51)
(Question 17B3) The agency ensured that appropriate services were provided to the children to address all identified dental health needs.	79.41% (27 of 34)	66.67% (6 of 9)	76.74% (33 of 43)
Item 17 Strength Ratings	67.5% (27 of 40)	72.73% (8 of 11)	68.63% (35 of 51)

Item 18: Mental/Behavioral Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 18A) The agency accurately assessed the children's mental/behavioral health needs.	85.71% (24 of 28)	90% (9 of 10)	86.84% (33 of 38)
(Question 18B) The agency provided appropriate oversight of prescription medications for the mental/behavioral health issues of the target child in foster care.	61.54% (8 of 13)	Not Applicable	61.54% (8 of 13)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 18C) The agency ensured that appropriate services were provided to the children to address all identified mental/behavioral health needs.	61.54% (16 of 26)	60% (6 of 10)	61.11% (22 of 36)
Item 18 Strength Ratings	60.71% (17 of 28)	60% (6 of 10)	60.53% (23 of 38)