

FY 2021 AND FY 2022 RESOURCE DEVELOPMENT PLAN

The Resource Development Plan (RDP) corresponds to the four pillars framework and the corresponding sections of the Needs Assessment: Narrowing the Front Door, Temporary Safe Haven, Well Being, and Exit to Permanence. It focuses on needs identified outside of CFSA’s current strategies and resource allocation. Throughout the year, Continuous Quality Improvement (CQI) processes will inform shifts in strategies and resource allocation. Shifts may be non-budgetary (e.g., staffing resources, efficiencies in operations, policy or practice changes) or budgetary requiring reallocation of financial resources.

The table below lays out the FY 2021 plan for each of the strategic areas. The resources and activities identified in the plan are high-level and subject to change based on shifting circumstances such as the unanticipated COVID-19 pandemic. CFSA has modified some services due to COVID and remains flexible in order to meet evolving needs. Additionally, while CFSA has been able to maintain adequate funding levels, there are limited funds to expand services without reducing funds in another area. Budgets continue to be monitored closely and right-sized accordingly to ensure the most efficient and effective allocation of resources.

Under Narrowing the Front Door, the table below references prevention services to which families are referred. In FY 2021, to determine resource needs, CFSA will utilize a Continuous Quality Improvement (CQI) process to fully assess prevention service referrals, including the number, type, and time between when the referral is made and the family begins services, and the resulting outcomes for families from those referrals. In October 2019, the Agency developed a web-based Community Portal to allow referrals to be easily and securely submitted to community providers which will also allow for improved tracking and analysis of referral data.

Of note, the Temporary Safe Haven section references the newly developed REACH campaign (described in the Needs Assessment) that will be fully implemented in FY 2021. The REACH campaign is a comprehensive approach to recruit, license and retain resource parents who can meet the needs of the District’s children in foster care. The campaign is structured to support a consistent 10 percent surplus of resource home beds over the foster care population and ensure a diverse array of resource parents who can nurture and provide for the characteristics of all the children in foster care.

Need & Service/Resource	Accountable Unit	Completion Timeline	Budget Implications
Narrowing the Front Door			
<p>Identified Need</p> <p>Across both the Front Yard and Front Porch families the top requested services in FY 2019 and FY 2020 were housing and/or housing supports and employment supports.</p>	<p>Community Partnerships Administration (CPA)</p>	<p>FY21 Q1 and ongoing</p>	<p>Approved in FY21 budget</p> <p>FY22 budget is TBD based on analysis of FY20</p>

Need & Service/Resource	Accountable Unit	Completion Timeline	Budget Implications
<ul style="list-style-type: none"> □ Family-requested services in FY20 Q2: housing (215/66%) and employment (166/51%). □ CFSA-requested services in FY20 Q2: housing (125/53%) and employment (127/53%). 			last quarter results
<p>Resource</p> <ul style="list-style-type: none"> ■ Continue to utilize community-based organizations and other government agencies for housing and employment referrals and support. <ul style="list-style-type: none"> ○ In Q1, established sister agency sub group within the citywide prevention workgroup to develop recommendations to improve client reach and retention. Subgroup includes DHS, DBH, DC Health, DOES, OSSE, DCPL and will expand members in FY21 Q2. ○ Create tip sheets and add to community portal and FACES to improve awareness of and access to available resources. ○ Conduct trainings with sister agencies and CFSA social workers on how to access available resources. ■ Expand the content within CFSA’s NowPow community resource directory to include more information about housing and employment services and supports. ■ Fund implementation of Family Success Centers (FSCs) and work with Community Advisory Councils to advise about necessary services to be offered at the FSCs. <ul style="list-style-type: none"> ○ Meet to develop more direct and better coordinated referral pathways between the FSCs and sister agencies. ○ Meet to develop more direct and better coordinated referral pathways between the FSCs and the Collaboratives. ○ Closely monitor and revise the allocation of Flex Funds to each Collaborative accordingly for evolving needs due to COVID, such as funding requests for 			

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<p>equipment for remote work and learning.</p> <ul style="list-style-type: none"> ■ Maintain dedicated funds for the Rapid Housing Assistance Program (RHAP) for families with open in-home cases when housing is a barrier to reunification and for youth aging out of foster care. <ul style="list-style-type: none"> ○ Changed model for housing application referrals from a social worker email process to a committee process to determine the best housing resource. ■ Continue working with DCHA to allocate Family Unification Program (FUP) vouchers. 			
<p>Identified Need</p> <p>The third most requested service in FY 2019 and FY 2020 were adult mental health services.</p>	<p>Community Partnerships Administration (CPA)</p>	<p>Began FY20 Q3</p>	<p>No budget implications in FY21</p>
<p>Resource</p> <ul style="list-style-type: none"> ■ Improve data sharing and data tracking with DBH referrals to obtain clarity on utilization and the specific type and level of need. <ul style="list-style-type: none"> ○ CPA and OWB to meet with senior leadership of DBH to ensure a smooth referral process. ○ Establish liaisons from CPA and DBH for improved flow of communication between agencies and to support social workers in making appropriate referrals to the right behavioral health services. 			

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Temporary Safe Haven			
<p>Identified Need</p> <p>In October 2019, CFSA identified several younger children new to foster care who required a more restrictive level of care based on their needs, and who experienced a significant number of placement disruptions, until the children were approved for and admitted into a psychiatric residential treatment facility.</p>	<p>Office of Well Being</p>	<p>FY21 Q1</p>	<p>Budget will be determined through the procurement process</p>
<p>Resource</p>			

Need & Service/Resource	Accountable Unit	Completion Timeline	Budget Implications
<ul style="list-style-type: none"> ■ Solicit and receive proposals for a specialized psychiatric residential treatment facility within 50 miles of DC for eight children between ages 8 and 12 years old. The facility will operate the residential, housing, educational and treatment programming. 			
<p>Identified Need</p> <p>There is an ongoing need to identify resource parents with enough capacity to accept sibling groups of three or more. As of the end of FY 2020 Q2, there were 63 out of 229 sibling groups of three or more children who were not placed together.</p>	Placement Administration	Ongoing	No budget implications in FY21
<p>Resource</p> <ul style="list-style-type: none"> ■ Request that NCCF conduct a recruitment campaign to target recruitment for sibling groups due to the limited size of homes in the District of Columbia. ■ CFSA and contracted providers will continue to utilize the non-safety waiver for kinship foster homes to allow for siblings to remain together despite capacity limitations. ■ CFSA will continue targeted recruitment efforts for sibling groups in the District of Columbia. 			
<p>Identified Need</p> <p>There is a need to increase capacity for services to youth in foster care identified as having sex-trafficking involvement.</p>	Office of Well Being	FY21 Q1	Contract budget increase has been approved for FY21 budget
<p>Resource</p> <ul style="list-style-type: none"> ■ Modify Courtney’s House contract to expand staffing capacity to serve 10 additional youth – from 25 to 35 youth at any one time. 			
<p>Identified Need</p> <p>There is a need to enhance the ability of resource providers to care for children and youth with a disability, complex medical, behavioral and/or psychiatric concerns to minimize placement disruptions.</p>	Placement Administration	FY21 Q1	No budget implications in FY21
<p>Resource</p>			

Need & Service/Resource	Accountable Unit	Completion Timeline	Budget Implications
<ul style="list-style-type: none"> ■ Resource parent support workers have been trained in crisis intervention and in a family centered parent coaching model that will bolster the skills of foster parents to parent children and youth with problematic behaviors. 			
<p>Identified Need</p> <p>There is a need to have congregate care beds available for females with cognitive delays and/or developmental disabilities who need a higher level of care than a family-based home can provide.</p>	Placement Administration	Complete	No budget implications in FY21
<p>Resource</p> <ul style="list-style-type: none"> ■ Expand the contract with Community Services for Autistic Adults and Children (CSAAC) to ensure the availability of beds for females to enhance the placement array. 			
<p>Identified Need</p> <p>There is an ongoing need to solicit, license, and maintain more resource families to account for attrition and maintain a 10 percent surplus of family-based placements over the foster care population.</p>	Placement Administration	FY21 Q1 and ongoing	No budget implications in FY21
<p>Resource</p> <ul style="list-style-type: none"> ■ Implement the REACH (Recruit, Engage, Advocate, Collaborate and Help) campaign. ■ Recruit in general and to meet the identified targets below and adjust as needed based on changing population needs: <ul style="list-style-type: none"> ○ Older Youth (10 beds) ○ CSEC (5 beds) ○ LGBTQ, with a focus on transgender youth (5 beds) ○ Sibling groups of 3+ (6 beds) ○ Medically Fragile (5 beds) 			

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Well Being			
Identified Need		FY21 Q2	

Need & Service/Resource	Accountable Unit	Completion Timeline	Budget Implications
There is a need to increase access to tutors with English as a Second Language (ESL) training and/or the ability to tutor students in their native language.	Office of Well Being		Funded within tutoring budget for FY21
Resource Solicit and contract for tutoring services to include supports for English language learner students.			
Identified Need There is a need for mentors for older youth and children who reside in Maryland.	Office of Youth Empowerment	FY21 Q1	No budget implications in FY21
Resource CFA is finalizing an MOU with DYRS for the Credible Messenger mentoring program. This program will serve 24 older youth who reside in DC and MD.			
Identified Need There is a need for more families to receive substance use and wrap around services.	Office of Well Being	F21 Q1	No budget implications in FY21
Resource Utilize an internal CFA employee with engagement skills that can be transferred to OWB to support Project Connect.			
Identified Need Need to have children connected to therapy sooner.	Office of Well Being		No budget implications in FY21
Resource Improve screening process efficiency to allow children to receive evaluations sooner and, in turn, receive their first therapy session in a timelier manner.			
Identified Need Need to increase utilization of the long-term mental health services contract.	Office of Well Being	FY21 Q1	No budget implications in FY21
Resource Increase awareness of resource with social workers through outreach activities such as attending unit meetings and sending out written material.			

Need & Service/Resource	Accountable Unit	Completion Timeline	Budget Implications
Exit to Permanence			
<p>Identified Need</p> <p>Sixteen out of 165 children need a child-specific recruitment plan for an adoptive parent. Of those 16 children, nine have behavioral needs and three are medically fragile.</p>	Placement Administration	FY21 Q1	Cost neutral, Dave Thomas Foundation will fund through a grant
<p>Resource</p> <ul style="list-style-type: none"> ■ Wendy's Wonderful Kids Recruiter will be onboarded to provide intensive recruitment for these 16 youth and others whose goal changes to adoption and they are hard to match with a pre-adoptive resource until an adoptive resource is found. 			
<p>Identified Need</p> <p>Better tracking tool to for guardianship and adoption disruptions to analyze precipitating factors.</p>	Post Permanency Unit	FY21 Q2	Cost neutral
<p>Resource</p> <ul style="list-style-type: none"> ■ Post permanency unit will participate in a LEAN event to determine a more efficient way to track data that will contribute to a better analysis. 			
<p>Identified Need</p> <p>More aftercare services that prepare and connect youth who are exiting care to employment opportunities.</p>	Office of Youth Empowerment	FY21 Q1 and ongoing	Cost neutral
<p>Resource</p> <ul style="list-style-type: none"> ■ In FY20 established periodic virtual career conversations with professionals from various fields open to youth in care and those who have exited care. ■ Expanding the CFSA internship program to youth over 21. ■ Building relationship with community organizations that will give preference to youth in care for internships. 			
<p>Identified Need</p> <p>Connections to public benefits for youth who are exiting care.</p>	Office of Youth Empowerment	FY21 Q1 and ongoing	Cost neutral
<p>Resource</p>			

Need & Service/Resource	Accountable Unit	Completion Timeline	Budget Implications
<ul style="list-style-type: none"> ■ Continue dedication of two aftercare specialists in assisting youth with navigating the application process and completing the paperwork. 			