

FY 2024 PERFORMANCE PLAN

Foster Care - Permanency		Child Welfare		Lissa Friedman x 1570 Sherri Brothers x 1575 Regine Gerard x1591 Jillian Thorp x1096	
Program Purpose	<ul style="list-style-type: none">Strengthen families so that children in care can achieve permanency through reunification, relative placement and adoption.				
Program Information	<ul style="list-style-type: none">Foster care is a temporary living arrangement providing care and parenting for children under the age of 18 who can no longer live in their homes because of abuse, neglect or other severe family problems.Social workers engage families in decision making and treatment planning through home visits, treatment team meetings, family partnership meetings, phone calls, emails and other contacts connected to service and permanency planning.Permanency is defined as Return Home, Relative Placement, and Adoption.Virginia Department of Social Services regulations require that permanency be achieved for all children in foster care through reunification or relative placement within 15 months; and through adoption within 24 months.Parents with goals of reunification are provided services and supports such as substance use treatment, anger management, domestic violence counseling, parenting classes, and parent coaching, to strengthen parental capacity and increase protective factors.Visitation plans are created for each child in foster care with a goal of return home or relative placement.Foster parents planning to adopt a youth in foster care receive services and supports to prepare them to become adoptive parents.				
Service Delivery Model	<ul style="list-style-type: none">In FY 2024, services were primarily provided in-person for family visitations and worker visits. Team meetings are facilitated using a hybrid model.In FY 2024, foster care workers continued to incorporate In-Home cases into their caseloads as needed.In FY 2025, services will continue to be delivered using both in-person and virtual methods where appropriate.				
PM1: How much did we do?					
Staff	<ul style="list-style-type: none">Total 15.5 FTEs:<ul style="list-style-type: none">2.5 FTE Supervisor7 FTE Foster Care/Adoption Workers1 FTE Post Permanency Coordinator2 FTE Family Support Workers1 FTE Fatherhood Engagement Coordinator1 FTE Kinship Navigators1 FTE Family Support Coordinator <p>Additionally, there is 1 FTE Kinship Navigation Contractor</p>				
Customers and Service Data		FY 2021	FY 2022	FY 2023	FY 2024
	Youth in Foster Care (as of last day of fiscal year)	67	49	65	63

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	Number of youth aged 0-17	37	34	49	51
	Number of youth aged 18-21	30	15	16	12
	Youth Discharged/ Families Closed	47/31	26/22	24/23	30/25
	Relative Placement	6/5	2/2	2/2	4/2
	Reunification	28/20	10/8	7/7	18/15
	Adoption	5/5	10/8	7/5	2/2

PM2: How well did we do it?

2.1	Parent Engagement toward Permanency
2.2	Family Engagement Satisfaction

PM3: Is anyone better off?

3.1	Children Discharged to Permanency
3.2	Reunifications or Relative Placements within 15 Months

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Measure	1	Youth in Foster Care (as of last day of fiscal year)																																							
Data	<div><div>Total Youth in Foster Care (as of last day of fiscal year)</div><table><thead><tr><th>Fiscal Year</th><th>Total Youth</th><th>% Change</th></tr></thead><tbody><tr><td>FY 2021</td><td>67</td><td>-4%</td></tr><tr><td>FY 2022</td><td>49</td><td>-27%</td></tr><tr><td>FY 2023</td><td>65</td><td>+33%</td></tr><tr><td>FY 2024</td><td>63</td><td>-3%</td></tr></tbody></table></div> <div><div>Youth 0-17 in Foster Care by Race & Ethnicity</div><table><thead><tr><th>Race & Ethnicity</th><th>Youth in care (%)</th><th>Validated CPS Reports (%)</th><th>Arlington Youth Ages 0-18 (%)</th></tr></thead><tbody><tr><td>White</td><td>47%</td><td>64%</td><td>57%</td></tr><tr><td>Black</td><td>47%</td><td>26%</td><td>10%</td></tr><tr><td>Asian</td><td>4%</td><td>4%</td><td>8%</td></tr><tr><td>Other</td><td>2%</td><td>6%</td><td>25%</td></tr><tr><td>Hispanic (duplicated)</td><td>35%</td><td>47%</td><td>21%</td></tr></tbody></table></div>		Fiscal Year	Total Youth	% Change	FY 2021	67	-4%	FY 2022	49	-27%	FY 2023	65	+33%	FY 2024	63	-3%	Race & Ethnicity	Youth in care (%)	Validated CPS Reports (%)	Arlington Youth Ages 0-18 (%)	White	47%	64%	57%	Black	47%	26%	10%	Asian	4%	4%	8%	Other	2%	6%	25%	Hispanic (duplicated)	35%	47%	21%
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Data Summary	<ul style="list-style-type: none">Between FY 2023 and FY 2024, the number of youth in care decreased slightly 3%. The number of youth in care continue to be consistent with pre-pandemic totals.In FY 2024, 24/51 (47%) youth aged 0-17 that were in care on the last day of the year identified as White; 24/51 (47%) of youth identified as Black; 2/51 (4%) identified as Asian; and 1/51 (2%) of youth identified in a racial category noted as "Other". In FY 2024, 18/51 (35%) of youth identified as Hispanic. Of the 18 youth that identified as Hispanic, 17 of those youth were White (94%).In FY 2023 and FY 2024, there was a notable overrepresentation of Hispanic youth in the number of validated CPS reports.This data is collected and reported in the child welfare Children in Care stats spreadsheet.																																								
What is the story behind the data?																																									
<ul style="list-style-type: none">According to the Child Welfare Information Gateway, (https://www.childwelfare.gov/pubPDFs/racial_disproportionality.pdf) a significant body of research has documented the overrepresentation of certain racial and ethnic groups in the child welfare system relative to their representation in the general population (e.g., Cénat et																																									

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al., 2020; Ganasarajah et al., 2017; Wells, 2011). African American children accounted for roughly 14 percent of the child population and 23 percent of the foster care population (Annie E. Casey Foundation, 2020a; Children's Bureau, 2020b). At the same time, White children made up half of the child population and just 44 percent of the foster care population. Although Hispanic children have historically been underrepresented in foster care at the national level, they were overrepresented in 20 States in 2018, when the most recent available data were collected (Puzzanchera & Taylor, 2020).

- In FY 2024, youth aged 0-17 accounted for 81% (51/63) of youth in care, which is an increase from FY 2023 (75%). The percentage of youth in care in this age cohort continue to increase each year.
- Youth ages 18-21 accounted for 19% (12/63) of youth in care in FY 2024, which is a decrease from FY 2023 (25%).
- Of the 51 youth in foster care age 0-17, 11 youth are between 14 and 17 years of age.
- In FY 2024, over 50% of the new families from all referral sources (CPS Intake (11/22), court orders (4/7), and CPS In-Home (1/2)) were Hispanic. This reflects an increasing trend of Hispanic clients year-over-year.
- In FY 2024, 8/22 (36%) of the youth that identified as Black entered care through CPS Intake, one entered through CPS In-Home, and four youth entered through direct court order.
- In FY 2024, 30/31 (97%) youth aged 0-17 that entered care identified as Black, Indigenous, People of Color (BIPOC). Families that identify as Black experience multi-layered, systemic disadvantages that impact their ability to stabilize safely.
- In FY 2024, the Family Engagement Team was created to focus on a more coordinated approach to engaging family as early as possible in their contact with Child Welfare. This may have helped lead to the increase in clients discharging to Reunification.

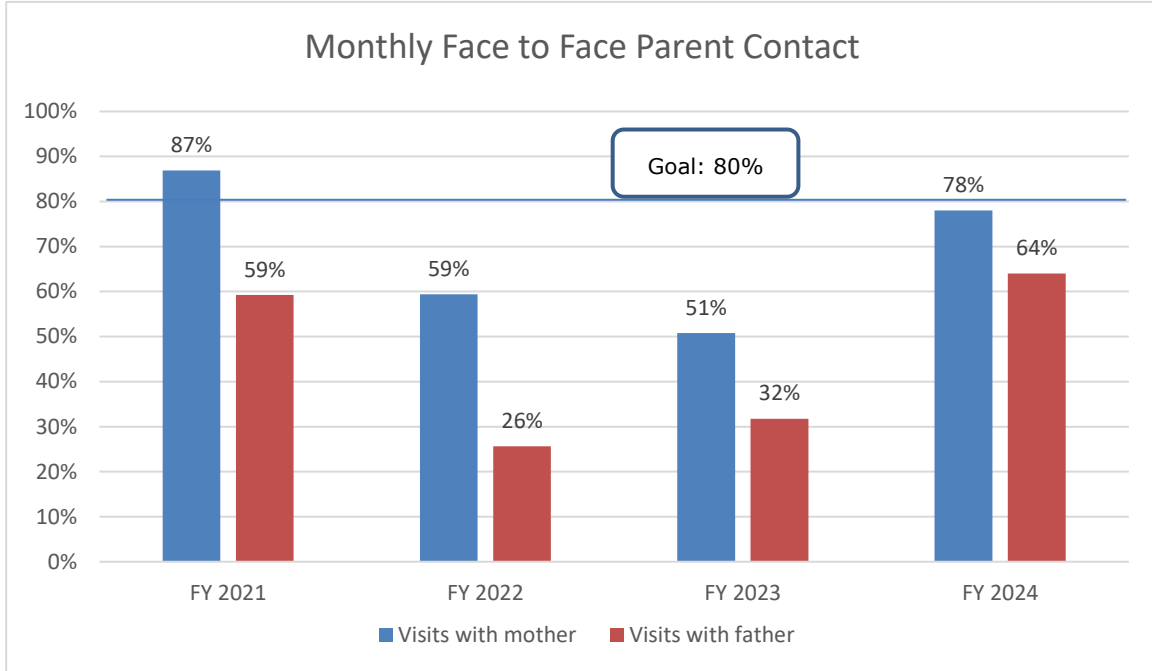
Recommendations	Target Dates
<ul style="list-style-type: none"> • Continue to review data with staff across Bureau to look at all PMP data and consider possible strategies for reducing racial disparity. • Continue efforts at front-end kinship finding to prevent foster care placements and reduce length of stay in care. • Continue to assign In-Home cases to Foster Care staff as needed. • Explore kinship outreach in the community to prevent system involvement. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Fall 2024
Forecast	
<ul style="list-style-type: none"> • For FY 2025, the total number of youth ages 0-17 in foster care is expected to remain consistent at 50. 63 total youth will be served by the program. 	

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Foster Care- Permanency

Measure	2.1	Parent Engagement toward Permanency
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Data



Data Summary

- Face to face contact is required monthly for youth with a permanency goal of reunification or relative placement.
- In FY 2024, 163/210 (78%) of required face-to-face visits between youth in care and their mother occurred and 69/108 (64%) of required face-to-face visits with their father occurred.
- In FY 2024, 22 visits were conducted virtually. These visits are not included in the chart above.
- For situations when a face-to-face contact was not required (ex. could not be located, was deceased, refused contact or was unknown) those contacts were removed from the denominator.
- Additionally, parents residing outside of the country are excluded from the denominator, as in person visits are not possible. However, these families did receive virtual visits.
- This data is collected and reported in the child welfare Children in Care stats spreadsheet.

What is the story behind the data?

- In FY 2024, face-to-face contact with incarcerated parents increased, but continued to be difficult due to limited access and rules around contact.
- In FY 2024, the Fatherhood Engagement Coordinator has continued to intentionally keep fathers at the forefront of treatment planning and ensure that their voices are heard. As a result of his ongoing work, the percentage of face-to-face contacts with fathers has doubled from FY 2023.
- In FY 2024, the Fatherhood Engagement Coordinator continued to facilitate a fatherhood group in the Arlington County jail called "Inside Out" for fathers approaching release. These

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groups address parenting and relationships as these fathers prepare for re-introduction into the community.

- In FY 2024, the Fatherhood Engagement Coordinator implemented prevention groups with teenage boys to discuss healthy relationships and emotional wellbeing.
- In FY 2024, the Fatherhood Engagement Coordinator added two interns to increase reach.
- In FY 2024, a community outreach team was created to have a coordinated approach to prevention activities in the community.
- In FY 2024, Supervisors continued to use the data collection spreadsheet to monitor compliance with monthly face to face parent worker visits.
- In FY 2024, there was an increased focused on kinship connection by the team, which likely improved contact rates for both mothers and fathers.

Recommendations

Target Dates

- Continue to collaborate with Arlington County Jail around parent/child visitation and worker contact protocols to maintain parent engagement during incarceration.
- Continue to collect data around fathers to identify trends and service needs.
- The Community Outreach Team will work to coordinate community activities.
- The Community Outreach Team will create a video PSA to explain the prevention and support aspects of Child Welfare. This PSA will be available in both English and Spanish.

- Ongoing
- Ongoing
- Fall 2024
- Winter 2024

Forecast

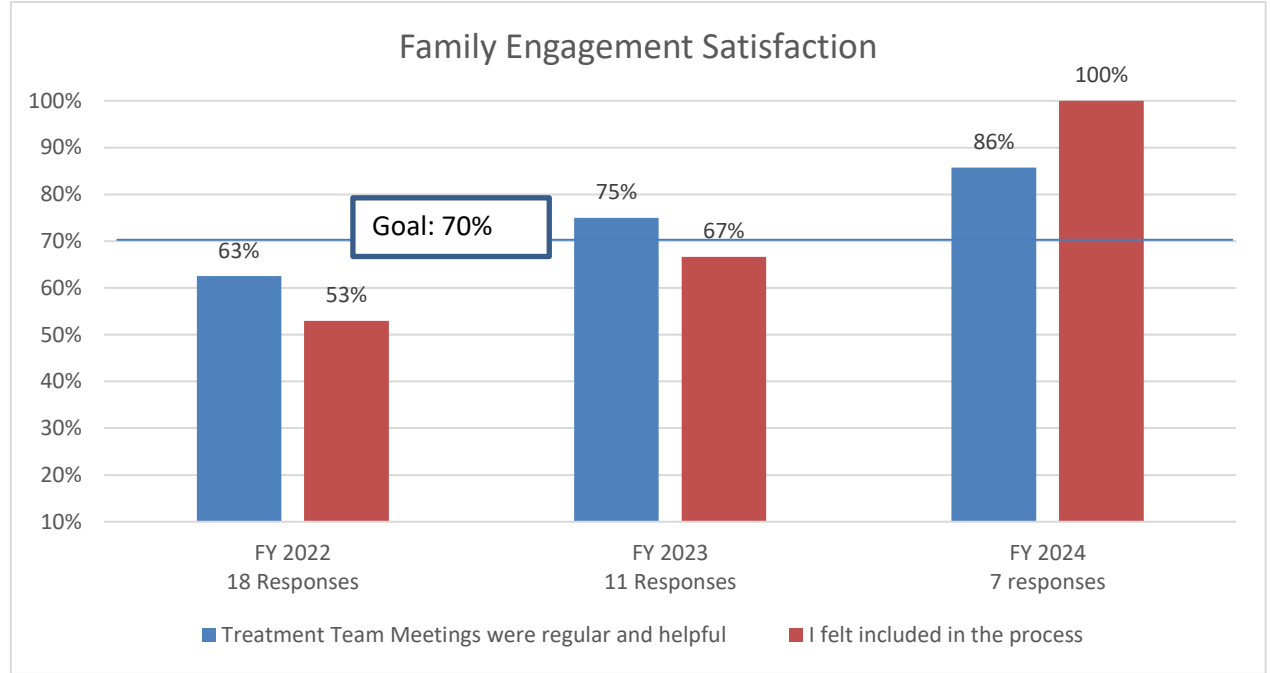
- In FY 2025, it is projected that 80% of face-to-face contacts with the mother and father will be completed.

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Measure 2.2 Family Engagement Satisfaction

Data



Data Summary

- In FY 2024, responses were collected from families of youth that had a goal of reunification or relative placement. 7 family members out of 17 completed this survey in FY 2024 (41%).
- In FY 2024, 6 out of 7 respondents stated that they felt that treatment team meetings were held regularly and were helpful.
- In FY 2024, 5 out of 5 respondents stated that they felt included in the decision-making process and that their voice was heard. Two respondents declined to answer this question.
- In FY 2024, 71% (5 of 7) of the respondents identified as Black, 14% (1 of 7) of the respondents identified as Asian, 14% (1 of 7) of the respondents declined to identify their race, 14% (1/7) of the respondents identified as Hispanic.

What is the story behind the data?

- In FY 2023, the survey was modified giving the option for respondents to remain anonymous.
- In FY 2024, more than two thirds of respondents indicated that treatment team meetings were held regularly and were helpful. They also felt heard and included in the decision-making process.
- In FY 2024, while some respondents agreed with the rated questions, there were other domains in which they disagreed.
- Respondents are given the opportunity to provide their contact information to receive a call from the bureau director to discuss any concerns that they may have. In FY 2024, none of the respondents provided their contact information or requested a follow up call.

Recommendations

Target Dates

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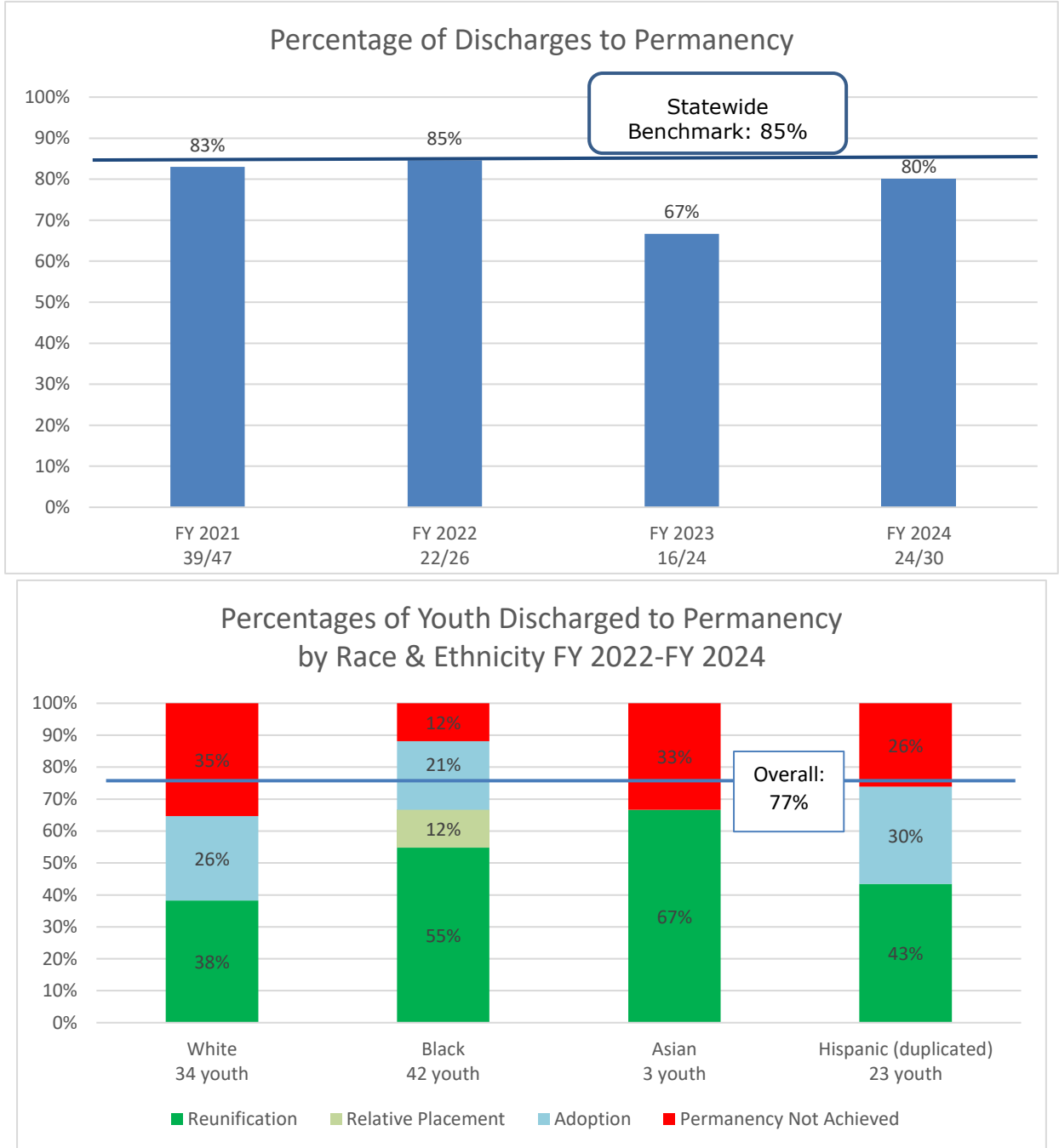
<ul style="list-style-type: none">• Survey data will continue to be collected by non-clinical staff and reported annually.• Develop a schedule to administer the survey at case closure for each family, rather than at the end of the year.• Implement a measure to address kinship and family engagement.• Add this metric to monthly division report to ensure ongoing tracking	<ul style="list-style-type: none">• Ongoing• FY 2025, Q2• FY 2025, Q3• FY 2025, Q1
Forecast	
<ul style="list-style-type: none">• In FY 2025, it is anticipated that 80% of respondents will indicate that treatment team meetings are regular and helpful. 80% of respondents will also indicate that they are included in the decision-making process.	

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Measure 3.1 Children Discharged to Permanency

Data



Data Summary

- In FY 2024, the race and ethnicity data was modified to reflect the previous 3 fiscal years instead of the last fiscal year.
- In FY 2024, 24/30 (80%) of children that exited foster care either returned home, were adopted, or were placed with relatives.
- Since FY 2022, 5/42 (12%) of youth that identified as black were discharged to relative placement. No youth of other races exited to relative placement since FY 2022.

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- Since FY 2022, youth that identified as Hispanic accounted for 30% of the adoptions, which is the highest percentage of adoptions.
- In FY 2024, 65% (22/34) youth that identified as Hispanic also identified as White.
- This permanency data reflects youth ages 0-18 who exited to either reunification, relative placement, or adoption. Children are not considered discharged to permanency if they aged-out of care at the age of 18. Outcomes for children who age-out of care at the age of 18 are reported in the Independent Living PMP.
- Data is collected and recorded in the child welfare Monthly Performance Report (MPR) and the Children in Care Stats spreadsheet.

What is the story behind the data?

- In FY 2024, permanency rates increased from 67% to 80%. The 6 youth who did not achieve permanency entered Fostering Futures.
- In some instances, permanency was delayed due to ongoing court involvement.
- Since FY 2022, youth that identify as Black exited to relative placement at a higher rate than other racial cohorts. Black families tend to have more familial/kinship connections that support placement with family/returning home.
- Some youth that identify as Hispanic do not have identified family members in the area and/or families that are license eligible. Therefore these youth are less likely to achieve permanency through relative placement or reunification.
- In FY 2023 a contract was finalized with international social services to conduct home studies in some countries as an effort to reunify families. International home studies were utilized in FY 2024 to increase access for families living abroad. There were 4 international home studies completed in FY 2024.
- Permanency options including adoption were discussed with older youth at their Transitional Living Planning meetings and routinely at home visits.
- Internal staffings are held for all youth in foster care, including examining the impact of racial/ethnic identity on engagement, at 4 months and 10 months to review permanency activity. These staffings have given staff the opportunity to get/give support from/to their peers. It has also helped to address concerns about equity when it comes to making sure permanency is fully explored for each family.
- In FY 2024, a web based Kin Guide was created to help kin navigate system options.
- In FY 2024, a community outreach team was created to have a coordinated approach to prevention activities in the community.
- In FY 2024, the program reviewed cases with judges that were either court ordered or noticed to assess to identify trends and potential opportunities for prevention.

Recommendations

- Reimplement regular collaboration meetings with court services to discuss youth who are either involved with both systems or at risk.
- Follow up with an offer to the judges to have family engagement team members present in the court to respond to needs in the moment
- Family Engagement team will meet with the CPS In-Home team regularly for case collaboration

Target Dates

- Fall 2024
- FY 2025, Q1
- FY 2025, Q1

Forecast

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- In FY 2025, it is anticipated that 85% of youth discharging from care will discharge to permanency.

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Measure	3.2	Reunifications or Relative Placements within 15 Months															
Data	<div><p>Percentage of Reunifications or Relative Placements within 15 Months</p><table><thead><tr><th>Fiscal Year</th><th>Children</th><th>Percentage</th></tr></thead><tbody><tr><td>FY 2021</td><td>24/34 children</td><td>71%</td></tr><tr><td>FY 2022</td><td>7/12 children</td><td>58%</td></tr><tr><td>FY 2023</td><td>6/9 children</td><td>67%</td></tr><tr><td>FY 2024</td><td>18/24 children</td><td>75%</td></tr></tbody></table></div>		Fiscal Year	Children	Percentage	FY 2021	24/34 children	71%	FY 2022	7/12 children	58%	FY 2023	6/9 children	67%	FY 2024	18/24 children	75%
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Data Summary	<ul style="list-style-type: none">In FY 2024, 18/24 (75%) of youth that exited to reunification or relative placement, exited within 15 months of coming into foster care.Data is collected and recorded in the child welfare Monthly Performance Report (MPR).																
What is the story behind the data?																	
<ul style="list-style-type: none">The use of family engagement practices such as Family Partnership Meetings, family finding and regular treatment team meetings, and visitation plans have contributed to the high rate of exits within 15 months.In FY 2024, permanency took longer than 15 months for 6 children from 6 families. Delays were due to complex parental resource and mental health needs, as well as the time requirements of the Kin-Gap process. Youth are able to exit to Kin-Gap, which gives legal custody to a relative. As with adoption, the youth must be living with the relative for 6 months before this can be achieved.In FY 2024, the employment specialist continued to work with parents and older youth to support job readiness and economic stability to achieve permanency.In FY 2024, the Family Engagement Team was created to focus on a more coordinated approach to engaging family as early as possible in their contact with Child Welfare.In FY 2024, the Family Search and Engagement Policy was created to standardize family search and engagement efforts across the bureau.																	
Recommendations		Target Dates															

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<ul style="list-style-type: none">• Continue outreach with Adult Behavioral Health to increase partnership around treatment for parents dually involved with the child welfare system.• Continue efforts to locate and involve family as early as possible to achieve permanency faster.• Continue fatherhood engagement efforts to support permanency with father and paternal family members.• Create a plan for reimplementing parenting education classes.• Implement the Family Search Checklist from the Family Search and Engagement Policy.	<ul style="list-style-type: none">• Ongoing• Ongoing• Ongoing• Winter 2024• Winter 2024
Forecast	
<ul style="list-style-type: none">• In FY 2025, it is anticipated that 80% of youth discharging to permanency will do so within 15 months of entering care.	