

## FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

## Mission

The mission of the D.C. Department of Human Services is to empower every District resident to reach their full potential by providing meaningful connections to work opportunities, economic assistance and supportive services.

## Summary of Services

The mission of DHS is achieved via three agency programs. Agency Management, which is standard for all District agencies, provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, and performance management. Family Services Administration (FSA) Homeless Services provides a continuum of services to individuals and families who are experiencing homelessness or at risk of experiencing homelessness, so that they can obtain and/or maintain improved housing; FSA provides social services, case management, and crisis intervention to meet the needs of vulnerable adults and families with children; Economic Security Administration administers the Temporary Assistance for Needy Families (TANF) program, which provides temporary income support assistance for low-income families while helping them improve their long-term employability and achieve family-sustaining income; Administers the Food Stamp program, which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability; and administers the District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination. Eligibility Determination Services determines eligibility for the District of Columbia's child care subsidy program and an array of Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), D.C. Healthcare Alliance Program.

## FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY17, DHS launched the Strengthening Teens Enriching Parents (STEP) program.	STEP is administered in partnership with MPD, DBH, and the Sasha Bruce Youthwork. This inter-agency collaboration will better position the District to locate youth who have been reported missing and provide critical resources to at-risk youth who may be considering leaving home. DHS' Youth Services Division will provide critical support for these at-risk youth in attempts to prevent entry into the homeless system.	STEP supports runaway youth and their families by working to resolve issues that may contribute to runaway behavior. STEP provides immediate outreach/assessment to youth reported missing to understand the reasons they ran away and devise individually-tailored service plans. Services range from Sasha Bruce Youthwork's temporary beds and comprehensive in-home program to less intensive behavioral health services, mentoring, and support groups, among others.
In FY17, DHS fully implemented the Business Process Redesign (BPR) across all five ESA Service Centers.	The BPR streamlines and standardizes operations across the Service Centers with its "one and done" methodology. The methodology includes: outbound "cold calling" to reduce Service Center visits; inbound Call Center interviewing for processing; mandatory receipts for dropped-	The BPR Project improves the customer experience at all five Service Centers by minimizing repeat actions such as in-person visits, phone calls, and document submissions. By following the "one and done" BPR methodology (and making better use of electronic data sources and tools), over 80% of applications, renewals, and changes are completed at the first customer interaction (rather than "pending" for additional information). This reduction in repeat interactions has dropped daily Service Center visits from 200 to 150, and monthly call center volume from over 90,000 to under 60,000 calls. At the same time, call center

	<p>off documents with tracking numbers; combined front desk reception and triage to move the line more quickly; central processing for all system-generated and centrally mailed/faxed work; and eligibility process performance management through measurements. This has improved staff's morale, and leadership has institutionalized optimized communication channels. Overall, the BPR improves the agency's accuracy, timeliness, and integrity of services.</p>	<p>abandonment has dropped from over 30% to typically less than 5% - which means 95% of callers are now getting the information they seek.</p> <p>Even with this improvement, some customers still choose to line up early or end up waiting several hours for service, over 80% of them do not need another interaction with DHS. In the past, customers often had to call or visit centers 5 or 6 times to get a determination, waiting for an hour or more each time.</p>
<p>In FY17, DHS made significant progress in terms of advancing system-wide reforms and ultimately reducing family homelessness in the District.</p>	<p>DHS sustained year round access to shelter for all families in need and eliminated the dramatic and disruptive seasonal fluctuations that occurred in previous years.</p>	<p>The Family Services Administration's (FSA) prevention program continues to have extremely effective outcomes. Of the 2,390 families referred to prevention support services in FY17, 90% were diverted from the homeless shelter system. FSA modified FRSP case management services to increase touch points and include connections to TANF employment program providers. These changes contributed to the successful exit of 808 families from rapid rehousing, an increase of 120% from FY16. DHS also implemented efforts to increase the willingness of landlords to lease units to our customers. The Landlord Partnership Fund (LPF) was recently introduced in partnership with the DowntownDC Business Improvement District and the Coalition for Non-Profit Housing and Economic Development. This fund will offer protections to landlords to rent to FSA customers in our Rapid Rehousing and Permanent Supportive Housing programs on the condition they relax their screening criteria. The LPF will cover costs associated with property damage that exceed a tenant's security deposit as well as unpaid rent. Further, DHS modified the payment structure for Rapid Rehousing to provide landlords with certainty about receiving full rental payments each month. Finally, DHS finalized the policy and protocols for a family Coordinated Assessment and Housing Placement system, which will provide transparency and consistency in terms of housing placement decisions.</p> <p>In FY17, the number of family households experiencing homelessness dropped 22% from FY16. From FY16 to FY17, the number of housing placements into shelter dropped by 33% and the average monthly census in family shelter was reduced by 15%.</p>

## 2017 Strategic Objectives

Objective Number	Strategic Objective
1	Develop an effective crisis response system for unaccompanied adults who experience homelessness.
2	Develop an effective system of care for families who experience homelessness.
3	Implement a system of services and supports for families and parenting youth.
4	Empower DHS clients to improve their economic stability and well-being.
5	Improve the customer experience at DHS service centers.

6	Safeguard and improve the quality of life for vulnerable adults.
7	Create and maintain a highly efficient, transparent and responsive District government.**

## 2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)</b>									
Average length of time (days) experiencing homelessness (individuals)	Quarterly	No data available	116	109	143	137	126		
Individuals becoming homeless for the first time	Quarterly	No data available	1295	1955	836	1086	5172		
Percentage of individuals returning to homelessness within 6- 12 months	Annually	No data available%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6%		
<b>2 - Develop an effective system of care for families who experience homelessness. (3 Measures)</b>									
Average length of time (days) experiencing homelessness (families)	Quarterly	No data available	289	308	335	380	328		
Families becoming homeless for the first time	Quarterly	No data available	363	216	128	154	861		
Percentage of families returning to homelessness within 6- 12 months	Annually	No data available%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2%		
<b>3 - Implement a system of services and supports for families and parenting youth. (5 Measures)</b>									
Percent of teen parents receiving services from the Teen Parent Assessment program who are consistently attending their educational program (high school, GED, or other program) or who consistently attended and fulfilled the other requirements to successfully complete their educational program	Quarterly	70%	64%	68%	66%	70%	67%	Nearly Met	TPAP receives referrals from two streams: the Economic Security Administration (ESA) and the community. Teen parents referred through ESA are required to consistently attend their educational program in order to continue receiving TANF. Teen parents referred through the community do not have the educational requirement. In FY17, DHS saw an increase in community referrals, which meant that teen parents were more likely to not attend their

									educational program in comparison to their TANF-referred counterparts.
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	Quarterly	95%	100%	99%	98%	95%	98%	Met	
Percent of youth engaged in the Parent and Adolescent Support Services Program (PASS) and the Alternatives to the Court Experience Diversion Program (ACE) who show functional improvement at closure as indicated by statistically significant declines in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	Quarterly	85%	94%	92%	89%	85%	90%	Met	
Percent of youth engaged in the ACE and PASS programs who show more than 15% improvement in attendance when truancy is a referring behavior	Quarterly	65%	68%	76%	43%	65%	63%	Nearly Met	In FY17, PASS exceeded the KPI target, but ACE reduced the overall percentage. Youth are diverted to ACE for truancy and delinquency offenses. In FY17, the majority of ACE referrals were for delinquency offenses. However, a large percentage of these youth were also truant at the time of referral. ACE may prioritize services related to the delinquency offense over truancy depending on the youth's needs.
Percent of youth engaged in the ACE and PASS programs who complete the programs without additional legal involvement	Quarterly	85%	87%	92%	89%	85%	88.3%	Met	

**4 - Empower DHS clients to improve their economic stability and well-being. (6 Measures)**

Number of program participants exiting TANF due to earnings	Quarterly	No data available	No data available	No data available	No data available	No data available	No data available		
Percent of program participants fully participating of those assigned to an TANF employment service provider	Quarterly	31%	31%	27%	25%	22.3%	26.3%	Unmet	Although participation was high in the beginning of the FY, the drop may be a result of changes to the TANF

									policy approved in the Spring 2017. Even with the drop in the latter part of the year, participation remained higher than in FY16.
Number of newly employed TANF participants	Quarterly	3198	689	578	596	459	2322	Unmet	The number of FY17 is lower due to the decrease in the overall TANF caseload. This KPI is not indicative of performance or success. This measure will be adjusted in the FY18 plan.
Percent of those in active employment at the end of the month (point-in-time)	Quarterly	15%	No data available	No data available	No data available	No data available	No data available		
Number of TANF participants who started new educational and training programs	Quarterly	1725	189	286	233	247	955	Unmet	The number of FY17 is lower due to the decrease in the overall TANF caseload. This KPI is not indicative of performance or success. This measure will be adjusted in the FY18 plan.
Percent of work-eligible participants assigned to TANF employment service providers (out of all work-eligible participants)	Quarterly	50%	62%	64%	66%	69%	65.3%	Met	

**5 - Improve the customer experience at DHS service centers. (4 Measures)**

Service Center: average wait time in minutes	Quarterly	25	118	128	114	116	119	Unmet	As the BPR rolled out in different centers during FY17, the system for tracking wait times migrated from an in-house queuing system to a new more robust system called PaTHOS. The FY17 goal was based on the old tracking system times, which seems to have some data quality/completion limits. The queuing system change makes the performance against target less meaningful. Also, the wait times did increase during the initial BPR rollout phase, as anticipated, and have been
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									gradually decreasing as the new BPR has been operationalized. The centers are also experiencing a reduction in backlogs and wait times for non-lobby cases as well as a decrease in repeat visitors, as the "one and done" application processing is successfully performed.
Food Stamp Error Rate	Quarterly	6.8%	8%	11.4%	11%	7.9%	9.6%	Unmet	DHS experienced an increase in the SNAP error rate due to the implementation of the new system. As the system stabilizes, DHS anticipates the error rate will decrease.
Call Center: average abandonment rate	Quarterly	25%	57%	44%	19%	18%	34.5%	Unmet	There was a spike in calls due to the implementation of DCAS. There was a large surge of calls, which affected the abandonment rate (please see workload measure correlation of total number of calls received). As the system stabilized during the second half of FY17 (Q3 and Q4), the rate significantly decreased as did the total number of calls received.
Call Center: average hold time	Quarterly	9	10	8	5.6	5	7	Met	

**6 - Safeguard and improve the quality of life for vulnerable adults. (3 Measures)**

Number of families provided with crisis intervention and stabilization services through the Strong Families Program	Quarterly	1100	150	251	298	408	1107	Met	
Percent of referrals in non- emergency cases where initial client contact and investigation takes place within ten working days for the Adult Protective Services Program	Quarterly	95%	97%	99%	99%	99%	98.5%	Met	
Percent of cases where investigations, substantiation of allegations, the provision	Quarterly	90%	70%	73%	79%	82%	76%	Unmet	APS experienced a staffing shortage in FY17, which

of services to mitigate immediate risk have been completed and are closed or transferred to the continuing services unit are completed within sixty working days for the Adult Protective Services Program

decreased available staff's ability to close cases. The staffing shortage was the result of employees on FMLA and a retirement that had a delayed backfill. DHS anticipates the percentage to increase once APS staffing is stabilized in FY18.

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
<b>1 - Homeless Services Continuum- Individuals (6 Measures)</b>						
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3583
Number of individuals experiencing homelessness (annual)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11,334
Number of homeless Veterans, Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	285
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1470
Average monthly housing placements (Veterans)	Quarterly	108	85	101	98	98
Average monthly housing placements (Individuals experiencing homelessness)	Quarterly	283	96	106	83	142
<b>2 - Homeless Services Continuum- Families (4 Measures)</b>						
Number of family households experiencing homelessness, January Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1166
Number of family households experiencing homelessness (annual)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1753
Number of housing placements annually (family households)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	471
Average monthly census in family shelter	Quarterly	897	945	839	808	872
<b>3 - Youth-Focused Diversion Services (4 Measures)</b>						

Number of youth served in the Alternatives to the Court Experience Program (ACE)	Quarterly	378	329	343	383	767
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	Quarterly	43	55	38	31	47
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	Quarterly	200	205	246	232	456
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	Quarterly	8	8	12	27	14
<b>4 - TANF &amp; FSET Case Management and Employment Assistance (6 Measures)</b>						
Total number of households receiving TANF case benefits (monthly average)	Quarterly	15052	14543	13245	12208	13,762
Total number of adults receiving TANF cash benefits (monthly average)	Quarterly	13414	12412	11833	10549	12,052
Total number of families (newly approved) for TANF by month	Quarterly	278	358	580	680	474
Total number of families exiting TANF	Quarterly	No data available	No data available	No data available	No data available	No data available
Total number of work-eligible TANF customers (monthly average)	Quarterly	10731	9930	9466	8349	9619
Total number of children receiving TANF cash benefits (monthly average)	Quarterly	26904	24838	22569	21924	24,059
<b>5 - Eligibility Determination and Enrollment Support (9 Measures)</b>						
Number of client visits at service centers (monthly average)	Quarterly	830	No data available	820	799	816
Number of SNAP applications (monthly average)	Quarterly	3844	3725	3865	3044	3620
Number of re-certification applications accepted for SNAP	Quarterly	No data available	No data available	No data available	No data available	No data available
Number of calls received	Quarterly	113347	125502	89826	94910	423,585
Number of clients receiving a combination of 3 benefits (TANF, SNAP, and Medicaid)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming
Number of Medicaid applications	Quarterly	No data available	No data available	No data available	No data available	No data available
Number of Medicaid applications that are approved	Quarterly	No data available	No data available	No data available	No data available	No data available
Number of Medicaid re-certifications that are submitted	Quarterly	No data available	No data available	No data available	No data available	Data Forthcoming
Number of Medicaid re-certifications that are approved	Quarterly	No data available	No data available	No data available	No data available	No data available



6 - Supportive Services to Vulnerable Adults (3 Measures)						
Number of cases investigated in APS	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1061
Number of referrals received in APS	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1705
Number of court Appointed Guardians/Conservators	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20

## 2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
<b>ADULT PROTECTIVE SERVICES (1 Strategic Initiative)</b>				
Implement the Elder Justice Initiative Grant	In FY16, APS was awarded \$200,000 from the Department of Health and Human Services' Administration for Community Living. APS will use the second phase of the grant's funding for its initiatives. APS will implement customized assessments that will assist vulnerable adults in achieving consistency at critical decisions making points as a part of the Structured Decision Making model (SDM).	75-99%	APS staff completed an additional IT training to refine technological skills. APS is now prepared for implementing 3 of the 4 customized assessments into Quick Base. Each assessment is completed in real time within 24 hours of client contact.	The project was not fully implemented in FY17 due to the federal government's delay in completing the inter-relater reliability and field testing for risk assessment. The testing's criteria must be met in order to gain certification of the assessments for implementation in the field. Certification is based on the data extract of one year or APS cases, which required intense research and statistical analysis.
<b>ELIGIBILITY DETERMINATION SERVICES (2 Strategic initiatives)</b>				
Implement the Business Process Redesign (BPR)	In FY16, DHS began the rollout of the business process redesign (BPR) for the ESA service centers. DHS engaged national experts to implement a business process redesign for the ESA service centers. This redesign will ultimately reduce service center wait times, reduce the amount of errors, and eliminate the number of backlogged cases.	Complete	All five service centers are now operating under the new BPR. All service centers accomplished a noticeable decrease in the average lobby wait time per customer. Backlogs and wait time for non-lobby cases also continue to decrease.	

	In FY17, DHS staff at the service centers will be fully trained and the new operating standards will be used in all service centers. DHS will continue to monitor, assess, and make adjustments as necessary to ensure the highest quality services are delivered to its customers. One of the primary goals of the BPR is to provide a comprehensive, full service delivery experience for customers in one, single visit. That is, customers should be able to visit any service center one time to fully address their inquiry. DHS envisions the BPR leading to an overall reduced number of visits per client to service centers in the long-term.		Fewer customers are making repeat visits, staff have more capacity to serve those who arrive for the first time and are completing more applications in a “one and done” manner. DHS and the BPR contractor continue to closely monitor any challenges and coach supervisors and workers on how to sustain the BPR processes.	
Implement the Online Customer Portal	DHS is seeking to streamline its services for its customers to reduce wait times at service centers. In FY17, DHS will implement the customer portal that will allow customers to enroll online for services and receive status updates. Customers will no longer need to wait in line at service centers to receive services. The customer portal will become available upon launching DCAS R2.2. Additionally, DHS is targeting the roll-out of a mobile application to further advance these efforts.	0-24%	The Online Customer Portal for DCAS has been postponed for the remainder of FY17.	OCTO provided direction that the portal will be implemented in late FY18 or FY19.
<b>HOMELESS SERVICES CONTINUUM - FAMILIES (2 Strategic initiatives)</b>				
Refine Strategy to Divert and Exit Families from Homelessness	<p>DHS will continue its efforts to develop an effective system of care for families who experience homelessness. DHS will collaborate with the ICH and other partners to improve its operations and services for families who experience homelessness. In FY17, DHS will focus on:</p> <ul style="list-style-type: none"> <li>* redesigning the Family Re-Housing and Stabilization Program (FRSP);</li> <li>* designing policies and protocol for the family Coordinated Assessment and Housing Placement (CAHP) system;</li> <li>* piloting a shallow rental subsidy program for working families;</li> <li>* providing a stronger connection to employment services; and</li> <li>* scaling homeless prevention and diversion efforts at the “front door” of the homeless services system.</li> </ul>	75-99%	FSA's prevention program continues to have extremely effective outcomes. Of the 2,390 families referred to prevention support services in FY17, 90% were diverted from the homeless shelter system. FSA modified FRSP case management services to increase touch points and includes connections to TANF employment program providers. These changes contributed to an increase in RRH exits from 367 in FY16 to 808 in FY17. DHS released the shallow subsidy rental program request for applications and anticipates program implementation by the end of 2017.	There were initial delays with developing the RFA for the shallow subsidy and the policies and protocol for CAHP. DHS anticipates both will be finalized and launched by the end of Q1 in FY18.
Landlord Risk Reduction Fund	The ICH, DHS, and DCHA will work with private and philanthropic partners to create a landlord risk reduction fund and to launch a targeted landlord outreach/engagement effort. These efforts will facilitate access to housing for households with significant rental barriers (including active rental debt, poor credit, or prior evictions).	Complete	Mayor Bowser launched the Landlord Partnership Fund, a privately funded initiative that will offer protections to landlords on the condition that they relax their screening criteria (credit score and past evictions). The protections will include the ability to collect	

			reimbursements to cover unpaid rent, damages to the rental unit, or other lease charges. Eligible housing programs include Rapid Rehousing and Permanent Supportive Housing. DHS and private stakeholders are partnering to enlist landlords to commit to leasing units.	
<b>HOMELESS SERVICES CONTINUUM-INDIVIDUALS (2 Strategic initiatives)</b>				
Bring Housing Support System for Individuals Experiencing Homelessness to Scale	<p>DHS will continue its efforts to develop an effective crisis response system. DHS will collaborate with the ICH and other partners to improve operations to quickly stabilize and accelerate the connection back to permanent housing for individuals experiencing homelessness. In FY17, DHS will focus on:</p> <ul style="list-style-type: none"> <li>* bringing rapid re-housing (RRH), permanent supportive housing (PSH), and targeted affordable housing (TAH) programming to scale;</li> <li>* strategically targeting resources through the Coordinated Assessment and Housing Placement (CAHP) system;</li> <li>* providing a stronger connection to employment services from low-barrier shelters;</li> <li>* coordinating with key partners such as the ICH and DBH to expand street outreach services; and</li> <li>* leveraging Medicaid to pay for eligible services.</li> </ul>	75-99%	<p>DHS built a cadre of 6 RRH and 18 PSH providers to serve up to 2,189 individuals and 700 families without case management capacity constraints. In TAH, DHS assigned 140/140 individuals and continues to refine the CAHP system prioritization process. DHS granted ~\$600K for a SNAP Employment and Training program targeting homeless individuals to 4 providers. The pilot provided ~200 individuals with employment training and 2 job fairs. DHS launched 2 initiatives to move 21 chronically homeless women from low barrier shelter into PSH and TAH.</p>	<p>DHS continues to work with ICH and community providers to leverage Medicaid to pay for case management services. DHS will first need to standardize its case management services and rates before it is able to work with providers on appropriate billing procedures and receive approval from CMS.</p>
Establish a Downtown Day Center	<p>Last year, DHS opened the Adams Place Day Center. The Day Center addresses the long-standing need in the community of having a safe and dignified place for individuals experiencing homelessness to go during the day to take care of everyday needs and access long-term services and supports. In FY17, DHS is working to identify a new, downtown site for the Day Center, which given the more central location would allow access to services for a larger population. In FY17, DHS is seeking to expand partnerships and services offered at the current Day Center.</p>	50-74%	<p>Adams Place expanded services considerably to include medical services provided by Unity Health Care, the doubling of computer workstation usage, barbering services, and laundry usage. Visitation increased by 50% on a daily basis. DHS continues to pursue expanding day center opportunities for our low barrier shelter clients in neighborhoods where services are minimal including but not limited to downtown and Anacostia. DHS finalized a solicitation for day center services in FY18 to be released once adequate resources have been identified.</p>	<p>After considerable engagement with stakeholders, the decision to expand day services beyond a downtown center was made. The initiative continues to be constrained by a lack of resources.</p>

TEMPORARY ASST TO NEEDY FAMILIES (TANF) (4 Strategic initiatives)

<p>Implement a TANF Hardship Policy for Customers</p>	<p>TANF is funded through both a federal block grant and local dollars. The federal law mandated a five-year (60-month) time limit for TANF benefits under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. But, the District has contributed local funding to cover families who exceed this federal time limit. As of April 1, 2011, however, the District began to roll out a 60-month lifetime limit on TANF benefits by gradually reducing benefits for recipients who have exceeded the 60-month limit, by phase. The complete implementation was initially planned to be effective by the beginning of FY16 but has been extended another year into FY17. It is expected that the sudden loss of TANF benefit is likely to significantly affect a large number of vulnerable children and families in the District.</p> <p>During FY16 and FY17, TANF customers that have received TANF for more than sixty (60) months continue to receive benefits, but at a reduced amount per month. In FY16, DHS engaged a facilitator to make a recommendation on the TANF hardship policy after conferring with a group of key stakeholders, advocates, the Council, and DHS customers. In FY17, DHS will develop, design, and implement a TANF hardship policy for customers who have received TANF for more than sixty (60) months. The hardship policy shall be in accordance with DC regulations.</p>	<p>75-99%</p>	<p>A new TANF policy was passed by Council in FY17 and will take effect in FY18. This policy eliminates time limits for TANF customers and eliminates reduced benefits other than a single 6% sanction. DHS has adopted a Two Generational philosophy that will be integrated into all facets of the TANF program.</p>	<p>The BSA provided funding to implement this initiative in the second half of FY18.</p>
<p>Enhance the TEP Providers' Quality of Services</p>	<p>In January 2012, ESA began a redesign of its TANF Employment program (TEP). ESA has continually increased the types of services and program capacity each year with the intent of improving employment placement, retention rates, and education services for its customers. Many of DHS' TANF customers face multiple challenges and barriers to job placement and work readiness. TEP providers also provide case management services. When customers cannot be engaged, DHS deploys home visitors in attempts to re-engage them with their TEP providers. As such, DHS appropriately refers customers to TEP providers based on service type.</p> <p>In FY17, DHS will be making changes to program requirements in its human care agreements (HCA's) to better improve education and employment outcomes for customers. DHS will target the enhancement of the TEP providers' quality of services by strengthening the monitoring and support functions. Furthermore, the agency will develop performance score cards for the TEP providers. Score cards will allow DHS to better assess providers' capacity and quality of services based on their performance and types of service delivery. This will ultimately</p>	<p>75-99%</p>	<p>DHS conducted a competitive solicitation and qualified 9 providers to serve as job placement providers and 13 providers to serve as educational and occupational training providers. Currently, there is a continuation of services of the existing providers until TANF employment program databases systems are adjusted to support the complicated incentive system within the new contract model. DHS will award the new human care agreements once the system changes are implemented in FY18.</p>	<p>The new contract model will not be implemented until the database updates are completed. The requirements were more complex than originally anticipated.</p>

	assist the agency in appropriately referring customers to the best fit TEP providers based on their scorecard assessment.			
Family Resource Simulator (FRS)	<p>In FY16, DHS explored available resources and tools to enhance the District's abilities to assist its staff and policy-makers in better understanding the relationship between different thresholds of income and earnings from programs (e.g. TANF, Child Care, etc.). DHS engaged Columbia University's National Center for Children in Poverty (NCCP) to discuss their Family Resource Simulator (FRS) tool and its applicability to the District.</p> <p>The FRS is a tool that allows DHS staff (i.e. case workers or vocational development specialists) and policy-makers to visualize the effects of different thresholds of income and customers' potential earnings from programs. DHS will collaborate with NCCP to tailor the FRS to District specific data and policy regulations to simulate realistic outcomes. DHS is targeting policy formulation that does not create disincentives for program earnings or pursuing higher income levels. DHS will invest a small amount of \$75,000 to procure and implement this insightful tool in FY17.</p>	75-99%	The Family Resource Simulator calculator has been substantially completed, tested, and presented to DHS staff. There is some outstanding development and DHS initiated a no cost extension on the contract through the first quarter of FY18 to complete the refining and development of the product.	There is some outstanding development and DHS initiated a no cost extension on the contract through the first quarter of FY18 to compete refine the product and compete the development.
Increase the Engagement Level of TANF Customers	<p>DHS will target the reduction of the number of customers who do not engage through sanctions. Currently, customers receive a reduction in cash benefits equal to about 20 percent of the grant when they do not meet the work participation requirement of four consecutive weeks and does not provide documented good cause. A single reduction is designed to modify behavior and incentivize compliance (or demonstrate eligibility for an exemption), but is not often successful.</p> <p>In late FY16, DHS will begin the implementation of a progressive sanction policy to encourage TANF customers to participate in required employment, education, and training activities. The new structure is complemented with significant opportunities to engage and/or cure, which has three levels: a 20 percent reduction, a 50 percent reduction, and a full grant sanction. The progressive sanctions only follow continued lack of participation. In FY17, DHS will analyze the results of the sanction policy and its impact on work participation and/or engagement.</p>	Complete	DHS has implemented the sanctioning process at a level 1 sanction (20%). Customers who do not engage are, after due process, being sanctioned in a uniform manner. However, the Council is in the process of passing legislation which effectively reduces the sanctioning process to a single level of sanction at 6%.	
<b>Youth Services (2 Strategic initiatives)</b>				
Refine Homeless Youth Strategy	In FY14, the DC Council passed the End Youth Homelessness Amendment Act. In FY17, DHS will collaborate with the ICH to develop and establish the Homeward DC Youth Plan. DHS received an additional \$2.3 million dollars for crisis beds, transitional housing, prevention, and reunification efforts in FY17. The Youth Services Division will align the new investments to the	Complete	YSD opened a new transitional housing site for 10 youth placed through DYRS, which is operated by Covenant House. YSD secured a total of 39 additional beds in Q4. YSD is currently reviewing proposals	

	<p>goals and objectives that will be established in the Homeward DC Youth plan. In FY17, the Youth Services Division will focus on:</p> <ul style="list-style-type: none"> <li>* expanding bed capacity to serve more youth who experience homelessness;</li> <li>* expanding prevention and diversion services for at-risk youth through the establishment of a new team at DHS; and</li> <li>* expanding the support of family reunification services (the vast majority of youth who experience homeless return to live with a family member).</li> </ul>		<p>to procure youth services for rapid rehousing, transitional housing, stabilization services, and street outreach. The Functional Family Therapy program continues to provide therapy for families to prevent youth from potentially running away and experiencing homelessness.</p>	
<p>Expand the PASS and ACE Programs</p>	<p>In FY17, the Youth Services Division will expand its personnel to meet capacity needs. In FY16, PASS and ACE staff were assigned a substantial number of cases with a steadily increasing number of referrals. In FY17, the Youth Services Division will focus on:</p> <ul style="list-style-type: none"> <li>* right-sizing the number of staff to the workload for PASS and ACE to provide adequate resources that will ensure current and additional youth are properly served;</li> <li>* targeting the provision of new, tailored services for youth that are referred to DHS based on their unique needs; and</li> <li>* soliciting services from community based providers, which includes restorative justice for PASS and ACE.</li> </ul>	<p>Complete</p>	<p>YSD partnered with OAG to launch a truancy triage taskforce to assist OAG in screening and determining appropriate service tracks for youth referred for chronic truancy. YSD expanded services to youth by partnering with DPR and local non-profit, MindRight, to offer coaching and emotional support services. YSD launched Strengthening Teens Enriching Parents (STEP) to assist youth who are running away from home and will work to resolve individual and family issues that may contribute to this behavior.</p>	