

Department of Human Services FY2017

Agency Department of Human Services

Agency Code JA0

Fiscal Year 2017

Mission The mission of the District of Columbia Department of Human Services (DHS), in collaboration with the community, is to assist low-income individuals and families to maximize their potential for economic security and self-sufficiency.

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	New Measure/ Benchmark Year	Frequency of Reporting	Add Data Fields (if applicable)	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target
1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)									
Average length of time (days) experiencing homelessness (individuals)	<input type="checkbox"/>	Quarterly		Not available	Not available	163	Not available	Waiting on Data	Waiting on Data
Individuals becoming homeless for the first time	<input type="checkbox"/>	Quarterly		Not available	Not available	2336	Not available	Waiting on Data	Waiting on Data
Percentage of individuals returning to homelessness within 6-12 months	<input type="checkbox"/>	Annually		Not available	Not available	4.6%	Not available	Waiting on Data	Waiting on Data
2 - Develop an effective system of care for families who experience homelessness. (3 Measures)									
Average length of time (days) experiencing homelessness (families)	<input type="checkbox"/>	Quarterly		Not available	Not available	217	Not available	Waiting on Data	Waiting on Data
Families becoming homeless for the first time	<input type="checkbox"/>	Quarterly		Not available	Not available	523	Not available	Waiting on Data	Waiting on Data
Percentage of families returning to homelessness within 6-12 months	<input type="checkbox"/>	Annually		Not available	Not available	4.5%	Not available	Waiting on Data	Waiting on Data
3 - Implement a system of services and supports for families and parenting youth. (5 Measures)									
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	<input type="checkbox"/>	Quarterly		Not available	70%	63%	70%	66.3%	70%
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	<input type="checkbox"/>	Quarterly		Not available	95%	98%	95%	98.8%	95%

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	<input type="checkbox"/>	Quarterly		Not available	70%	71%	85%	Waiting on Data	85%
Percent of youth engaged in the ACE and PASS programs who show more than 15% improvement in attendance when truancy is a referring behavior	<input type="checkbox"/>	Quarterly		Not available	Not available	Not available	65%	62.5%	65%
Percent of youth engaged in the ACE and PASS programs who complete the programs without additional legal involvement	<input type="checkbox"/>	Quarterly		Not available	Not available	69%	85%	Waiting on Data	85%

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

Number of program participants exiting TANF due to earnings	<input type="checkbox"/>	Quarterly		Not available	2200	2357	2277	Waiting on Data	2505
Percent of program participants fully participating of those assigned to an TANF employment service provider	<input type="checkbox"/>	Quarterly		Not available	Not available	27%	27%	Waiting on Data	31%
Number of newly employed TANF participants	<input type="checkbox"/>	Quarterly		Not available	Not available	3133	3136	Waiting on Data	3198
Percent of those in active employment at the end of the month (point-in-time)	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	Waiting on Data	Waiting on Data
Number of TANF participants who started new educational and training programs	<input type="checkbox"/>	Quarterly		Not available	Not available	1377	1500	Waiting on Data	1725
Percent of work-eligible participants assigned to TANF employment service providers (out of all work-eligible participants)	<input checked="" type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	Waiting on Data	Waiting on Data

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

Service Center: average wait time in minutes	<input type="checkbox"/>	Quarterly		Not available	Not available	40	35	47	25
Food Stamp Error Rate	<input type="checkbox"/>	Quarterly		Not available	7.72%	7.97%	7.5%	7.5%	6.75%
Call Center: average abandonment rate	<input type="checkbox"/>	Quarterly		Not available	Not available	38%	30%	Waiting on Data	25%
Call Center: average hold time	<input type="checkbox"/>	Quarterly		Not available	Not available	Not available	Not available	Waiting on Data	Waiting on Data

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

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Number of families provided with crisis intervention and stabilization services through the Strong Families Program	<input type="checkbox"/>	Quarterly		Not available	1500	1203	1500	1272	1100
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	<input type="checkbox"/>	Quarterly		Not available	95%	98%	95%	99.1%	95%
Percent of cases where investigations, substantiation of allegations, the provision 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	<input type="checkbox"/>	Quarterly		Not available	95%	93%	90%	95%	90%

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

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

2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (2 Activities)			
HOMELESS SERVICES CONTINUUM-INDIVIDUALS	Homeless Services Continuum-Individuals	The Family Services Administration provides a continuum of services to individuals experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing. The continuum of services includes outreach, coordinated entry, low barrier shelter, rapid rehousing, day programs, feeding programs, and permanent supportive housing. FSA also provides targeted support for Veterans experiencing homelessness as well as resources and services during extreme weather alerts.	Daily Service

HOMELESS SERVICES CONTINUUM - INDIVIDUALS	Establish a Downtown Day Center	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.	Key Project
2 - Develop an effective system of care for families who experience homelessness. (2 Activities)			
HOMELESS SERVICES CONTINUUM - FAMILIES	Homeless Services Continuum - Families	The Family Services Administration provides a continuum of services to families experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing. The continuum of family services includes centralized intake and eligibility assessment at the Virginia Williams Family Resource Center, prevention services, emergency shelter, rapid rehousing, housing navigation and permanent supportive housing.	Daily Service
HOMELESS SERVICES CONTINUUM - FAMILIES	DC General Replacement Sites	In FY14, the District presented a multi-year plan to close and replace DC General. In FY15, Mayor Bowser and the ICH included a goal in its plan to close DC General and replace it with smaller, more dignified facilities across the District. In FY16, Mayor Bowser implemented an eight (8) ward plan to close and replace DC general, with facilities planned for each ward in the District. In FY17, DHS will focus on interim placements while simultaneously working toward exiting all families from DC General by FY18, regardless of the Short-term Family Housing (STFH) sites' opening status.	Key Project
3 - Implement a system of services and supports for families and parenting youth. (1 Activity)			
Youth Services	Youth-Focused Diversion Services	DHS provides youth-focused diversion services through the following programs: <ul style="list-style-type: none"> Parent and Adolescent Support Services (PASS), which works to divert youth who have committed status offenses from court involvement and detention by conducting comprehensive youth assessments and providing intensive case management, in-home family counseling (Functional Family Therapy), and linkages to other supportive services. Alternatives to Court Experience (ACE), which offers individually tailored and clinically-appropriate services to youth and families as alternatives to prosecution. The program works to reduce recidivism, reengage youths in school, and improve overall youth functioning The Teen Parent Assessment Program (TPAP), which provides services to teen parents ages 17 and under who receive TANF. TPAP's goal is to move program participants towards self-sufficiency through completion of their high school or GED program. Youth homeless services includes funding for the provision of emergency shelter beds and homeless prevention services. 	Daily Service
4 - Empower DHS clients to improve their economic stability and well-being. (1 Activity)			
TEMPORARY ASST TO NEEDY FAMILIES (TANF)	TANF & FSET Case Management and Employment Assistance	The Economic Security Administration provides case management and employment assistance through the Temporary Assistance for Needy Families (TANF) Employment Program and Food Stamp Employment and Training (FSET) Program, which provide job readiness and training activities designed to improve long-term employability and achieve sustaining income.	Daily Service
5 - Improve the customer experience at DHS service centers. (1 Activity)			
ELIGIBILITY DETERMINATION SERVICES	Eligibility Determination and Enrollment Support	The Economic Security Administration provides eligibility determination and enrollment support for Federal and District cash, food, child care and medical benefits. These benefits include: <ul style="list-style-type: none"> Temporary Assistance for Needy Families (TANF), which provides temporary income support assistance for low income families while helping them improve their long-term employability and achieve family-sustaining income; Supplemental Nutrition Assistance Program (SNAP), which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability; District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination. District of Columbia's child care subsidy program. Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), and the D.C. Healthcare Alliance Program. 	Daily Service
6 - Safeguard and improve the quality of life for vulnerable adults. (1 Activity)			

ADULT PROTECTIVE SERVICES	Supportive Services to Vulnerable Adults	<p>DHS provides supportive services to vulnerable adults through the following programs:</p> <ul style="list-style-type: none"> • Adult Protective Services (APS), a crisis-centered and investigation-based program that receives referrals for alleged abuse, neglect, self-neglect and exploitation 24 hours a day, seven days a week. • The Strong Families Program, which provides immediate crisis intervention, stabilization and assessment services to District families experiencing acute crisis through intense case management and referral services. The Strong Families also provides relocation services to District families experiencing crisis due to emergency situations (critical incidents) such as building closures, natural disasters, fire emergencies, power outages and crime emergencies. • The Family Violence Prevention and Services Program, which is an initiative that supports the establishment, maintenance and expansion of programs to prevent incidents of family violence. It also provides immediate shelter and related assistance for victims of family violence and their dependents that meet the needs of all victims, including those in underserved communities. • The Office of Refugee Resettlement serves to transition District of Columbia Refugees from dependency on public assistance to self-sufficiency. 	Daily Service
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2017 Workload Measures

Measure	New Measure/ Benchmark/ Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual
1 - Homeless Services Continuum- Individuals (6 Measures)								
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	<input type="checkbox"/>		Number of individuals experiencing homelessness, January Point-in-Time (PIT)	Singles (Individuals)	Annually	Not available	Not available	Waiting on Data
Number of individuals experiencing homelessness (annual)	<input type="checkbox"/>		Number of individuals experiencing homelessness (annual)	Singles (Individuals)	Annually	Not available	Not available	Waiting on Data
Number of homeless Veterans, Point-in-Time (PIT)	<input type="checkbox"/>		Number of homeless Veterans (PIT)	Singles (Individuals)	Annually	Not available	Not available	Waiting on Data
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	<input type="checkbox"/>		Number of individuals experiencing chronic homelessness (PIT)	Singles (Individuals)	Annually	Not available	Not available	Waiting on Data
Average monthly housing placements (Veterans)	<input type="checkbox"/>		Average monthly housing placements (Veterans)	Number (of housing placements)	Quarterly	Not available	Not available	Waiting on Data
Average monthly housing placements (Individuals experiencing homelessness)	<input type="checkbox"/>		Average monthly housing placements (Individuals experiencing homelessness)	Number (of housing placements)	Quarterly	Not available	Not available	Waiting on Data
2 - Homeless Services Continuum- Families (4 Measures)								
Number of family households experiencing homelessness, January Point-in-Time (PIT)	<input type="checkbox"/>		Number of family households experiencing homelessness, January Point-in-Time (PIT)	Families	Annually	Not available	Not available	Waiting on Data
Number of family households experiencing homelessness (annual)	<input type="checkbox"/>		Number of family households experiencing homelessness (annual)	Families	Annually	Not available	Not available	Waiting on Data
Number of housing placements annually (family households)	<input type="checkbox"/>		Number of housing placements annually (family households)	Number (of housing placements)	Annually	Not available	Not available	Waiting on Data
Average monthly census in family shelter	<input type="checkbox"/>		Average monthly census in family shelter	Number (of family households)	Quarterly	Not available	Not available	Waiting on Data
3 - Youth-Focused Diversion Services (4 Measures)								
Number of youth served in the Alternatives to the Court Experience Program (ACE)	<input type="checkbox"/>		Number of youth served (ACE)	Number (of youth)	Quarterly	Not available	Not available	Waiting on Data
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	<input type="checkbox"/>		Number of youth served (TPAP)	Number (of youth)	Quarterly	Not available	Not available	Waiting on Data

Number of youth served by the Parent and Adolescent Support Services Program (PASS)	<input type="checkbox"/>		Number of youth served (PASS)	Number (of youth)	Quarterly	Not available	Not available	Waiting on Data
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	<input type="checkbox"/>		Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	Number (of youth)	Quarterly	Not available	Not available	Waiting on Data
4 - TANF & FSET Case Management and Employment Assistance (6 Measures)								
Total number of households receiving TANF case benefits (monthly)	<input type="checkbox"/>		Total number of households receiving TANF case benefits (monthly)	Number (of households)	Quarterly	Not available	Not available	Waiting on Data
Total number of adults receiving TANF cash benefits	<input type="checkbox"/>		Total number of adults receiving TANF cash benefits	Number (of individuals)	Quarterly	Not available	Not available	Waiting on Data
Total number of families (newly approved) for TANF by month	<input type="checkbox"/>		Total number of families (newly approved) for TANF by month	Number (of families)	Quarterly	Not available	Not available	Waiting on Data
Total number of families exiting TANF	<input type="checkbox"/>		Total number of families exiting TANF	Number (of families)	Quarterly	Not available	Not available	Waiting on Data
Total number of work-eligible TANF customers	<input type="checkbox"/>		Total number of work-eligible TANF customers	Number (of customers)	Quarterly	Not available	Not available	Waiting on Data
Total number of children receiving TANF cash benefits	<input type="checkbox"/>		Total number of children receiving TANF cash benefits	Number (of individuals)	Quarterly	Not available	Not available	Waiting on Data
5 - Eligibility Determination and Enrollment Support (9 Measures)								
Number of client visits at service centers	<input type="checkbox"/>		Number of client visits at service centers	Number (of client visits)	Quarterly	Not available	Not available	Waiting on Data
Number of initial SNAP applications	<input type="checkbox"/>		Number of initial SNAP applications	Number (of applications)	Quarterly	Not available	Not available	Waiting on Data
Number of re-certification applications accepted for SNAP	<input type="checkbox"/>		Number of re-certification applications accepted for SNAP	Number (of applications)	Quarterly	Not available	Not available	Waiting on Data
Number of calls received	<input type="checkbox"/>		Number of calls received	Number (of calls)	Quarterly	Not available	Not available	Waiting on Data
Number of clients receiving a combination of 3 benefits (TANF, SNAP, and Medicaid)	<input type="checkbox"/>		Number of clients receiving a combination of 3 benefits	Number (of clients)	Annually	Not available	Not available	Waiting on Data
Number of initial Medicaid applications	<input type="checkbox"/>		Number of initial Medicaid applications	Number (of applications)	Quarterly	Not available	Not available	Waiting on Data
Number of initial Medicaid applications that are approved	<input type="checkbox"/>		Number of initial Medicaid applications that are approved	Number (of applications)	Quarterly	Not available	Not available	Waiting on Data
Number of Medicaid re-certifications that are submitted	<input type="checkbox"/>		Number of Medicaid re-certifications that are submitted	Number (of applications)	Quarterly	Not available	Not available	Waiting on Data
Number of Medicaid re-certifications that are approved	<input type="checkbox"/>		Number of Medicaid re-certifications that are approved	Number (of applications)	Quarterly	Not available	Not available	Waiting on Data
6 - Supportive Services to Vulnerable Adults (3 Measures)								
Number of cases investigated in APS	<input type="checkbox"/>		Number of cases investigated in APS	Number (of cases)	Annually	Not available	Not available	Waiting on Data
Number of referrals received in APS	<input type="checkbox"/>		Number of referrals received in APS	Number (of referrals)	Annually	Not available	Not available	Waiting on Data

Number of court Appointed Guardians/Conservators	<input type="checkbox"/>	Number of court Appointed Guardians/Conservators	Number (of court appointed guardians/conservators)	Annually	Not available	Not available	Waiting on Data
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2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
ADULT PROTECTIVE SERVICES (1 Strategic Initiative-Operation Link)		
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).	01-31-2018
ELIGIBILITY DETERMINATION SERVICES (2 Strategic initiative-operation links)		
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. 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.	09-30-2017
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.	09-30-2017
HOMELESS SERVICES CONTINUUM - FAMILIES (2 Strategic initiative-operation links)		
Refine Strategy to Divert and Exit Families from Homelessness	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: * redesigning the Family Re-Housing and Stabilization Program (FRSP); * designing policies and protocol for the family Coordinated Assessment and Housing Placement (CAHP) system; * piloting a shallow rental subsidy program for working families; * providing a stronger connection to employment services; and * scaling homeless prevention and diversion efforts at the "front door" of the homeless services system.	09-30-2017
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).	09-30-2017
HOMELESS SERVICES CONTINUUM-INDIVIDUALS (2 Strategic initiative-operation links)		
Bring Housing Support System for Individuals Experiencing Homelessness to Scale	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: * bringing rapid re-housing (RRH), permanent supportive housing (PSH), and targeted affordable housing (TAH) programming to scale; * strategically targeting resources through the Coordinated Assessment and Housing Placement (CAHP) system; * providing a stronger connection to employment services from low-barrier shelters; * coordinating with key partners such as the ICH and DBH to expand street outreach services; and * leveraging Medicaid to pay for eligible services.	09-30-2017
Establish a Downtown Day Center	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.	09-30-2017
TEMPORARY ASST TO NEEDY FAMILIES (TANF) (4 Strategic initiative-operation links)		

Implement a TANF Hardship Policy for Customers	<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>	09-30-2017
Enhance the TEP Providers' Quality of Services	<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 assist the agency in appropriately referring customers to the best fit TEP providers based on their scorecard assessment.</p>	09-30-2017
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>	09-30-2017
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>	09-30-2017
Youth Services (2 Strategic initiative-operation links)		
Refine Homeless Youth Strategy	<p>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 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"> * expanding bed capacity to serve more youth who experience homelessness; * expanding prevention and diversion services for at-risk youth through the establishment of a new team at DHS; and * expanding the support of family reunification services (the vast majority of youth who experience homeless return to live with a family member). 	09-30-2017
Expand the PASS and ACE Programs	<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"> * 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; * targeting the provision of new, tailored services for youth that are referred to DHS based on their unique needs; and * soliciting services from community based providers, which includes restorative justice for PASS and ACE. 	09-30-2017