

# Department of Human Services FY2019

**Agency** Department of Human Services

**Agency Code** JA0

**Fiscal Year** 2019

**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.

## 2019 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 youth, parenting youth and their families
4	Through a Two Generational Approach, empower DHS customers 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.

## 2019 Key Performance Indicators

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)</b>					
Percent of individuals returning to homelessness within 6- 12 months	Down is Better	5.6%	6%	6.8%	Not Available
Individuals becoming homeless for the first time	Down is Better	5257	5172	6933	Not Available
Average length of time (days) experiencing homelessness (individuals)	Down is Better	247	126	113	Not Available
<b>2 - Develop an effective system of care for families who experience homelessness. (3 Measures)</b>					
Percent of families returning to homelessness within 6- 12 months	Down is Better	4.9%	2%	1.6%	Not Available
Families becoming homeless for the first time	Down is Better	1139	861	415	Not Available

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Average length of time (days) experiencing homelessness (families)	Down is Better	269	328	350	Not Available
<b>3 - Implement a system of services and supports for youth, parenting youth and their families (7 Measures)</b>					
Percent of youth engaged in the ACE and PASS programs who complete the programs without additional legal involvement	Up is Better	87%	88.3%	90.8%	85%
Percent of youth who completed the ACE and PASS programs and show improvement in school attendance when truancy is an issue at the time of referral	Up is Better	62.5%	63%	47%	60%
Percent of youth engaged in PASS, ACE, and STEP who show improved functioning at closure as indicated by declines in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	Neutral	88%	90%	80.8%	85%
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies	Up is Better	98.8%	98%	99%	85%
Percent of teen parents receiving services from TPAP who are enrolled in an educational or vocational training program and are meeting the requirements of the Educational component of their Individual Responsibility Plan (IRP)	Up is Better	66.3%	67%	76%	75%
Youth Shelter Exits to Permanency	Up is Better	Not Available	Not Available	50	8
Youth Diverted from Shelter Placement	Up is Better	Not Available	Not Available	8	16
<b>4 - Through a Two Generational Approach, empower DHS customers to improve their economic stability and well-being. (4 Measures)</b>					
Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	Not Available	Not Available	10	10
Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	Not Available	Not Available	15.2	18
Percent of TANF Employment Program Participants Who Participated in Eligible Activities	Up is Better	Not Available	Not Available	18.5%	25%
Percent of Newly Employed Customers Earning a DC Living Wage	Up is Better	Not Available	Not Available	33.5%	35%
<b>5 - Improve the customer experience at DHS service centers. (7 Measures)</b>					
Call Center: Abandonment Rate	Down is Better	35%	37%	50.2%	40%
SNAP Error Rate	Down is Better	7.5%	15.9%	14.5%	10%
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	Up is Better	Not Available	Not Available	95.4%	95%

Measure	Directionality	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Target
Service Center Average Wait Time in Lobby (minutes)	Down is Better	Not Available	Not Available	113	110
Service Center Average Wait Time in non-Lobby (days)	Down is Better	Not Available	Not Available	6.5	7
Service Center Same Day Completion Rate (Percent of Lobby Cases)	Up is Better	Not Available	Not Available	84.8%	85%
Call Center: Average Wait Time (Minutes)	Down is Better	9	9	16	12
<b>6 - Safeguard and improve the quality of life for vulnerable adults. (2 Measures)</b>					
Percent of referrals in non- emergency cases where initial client contact and investigation takes place within ten working by Adult Protective Services	Up is Better	99.1%	98.5%	97.3%	95%
Percent of Emergencies Responded to Within 24 Hours by Adult Protective Services	Up is Better	Not Available	Not Available	100%	95%
<b>7 - Create and maintain a highly efficient, transparent and responsive District government. (9 Measures)</b>					
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Up is Better	Not Available	No data available	71%	Not Available
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Up is Better	Not Available	96.7%	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Up is Better	Not Available	No data available	Waiting on Data	Not Available
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Down is Better	5%	8.1%	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Average number of calendar days between requisition and purchase orders issued (Updated by OCA)	Up is Better	Not Available	18.1	Waiting on Data	Not Available
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Up is Better	96%	106%	Waiting on Data	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Up is Better	Not Available	No data available	100%	Not Available
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Down is Better	16.2%	6.5%	Waiting on Data	Not Available
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Down is Better	Not Available	Not Available	Not Available	New Measure

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Activity)</b>			
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 hypothermia and cold emergency alerts.	Daily Service
<b>2 - Develop an effective system of care for families who experience homelessness. (1 Activity)</b>			
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
<b>3 - Implement a system of services and supports for youth, parenting youth and their families (1 Activity)</b>			
Youth Services	Youth-Focused Diversion Services	<p>DHS, Family Services Administration (FSA), Youth Services Division (YSD) provides youth-focused services through the following programs:</p> <ul style="list-style-type: none"> <li>• Parent and Adolescent Support Services (PASS), which works with youth up to the age of 17 years old who have committed status offenses (mainly truancy) by conducting comprehensive youth assessments and providing intensive case management and linkages to other supportive services.</li> <li>• PASS Crisis and Stabilization Team (PCAST), provides crisis assessment, intervention, and stabilization services to youth and their families that are referred to the Parent and Adolescent Support Services Program (PASS). Staff provide outreach, advocacy and coordination of services while engaging community resources. In addition, PCAST works to enhance coping skills and empower youth and their families to achieve stability.</li> <li>• Functional Family Therapy (FFT) is an intensive, short term intervention/preventive service that offers in-home family counseling designed specifically to address status-offending behaviors and juvenile delinquency from a relational/ family-based perspective. FFT services target adolescents who are experiencing a high level of conflict in the home, exposure to domestic violence, truancy, curfew violations, running away, and substance abuse. In addition, FFT services are also used as part of the homeless youth prevention services. FFT sessions are held at least once per week for 3-6 months; every session includes all key members of the family. FFT therapists use a national FFT evidence-based model to work with the referred youth and families. This model assesses family behaviors that have contributed to the youth’s delinquent behavior, modifies strained family communication, improves parenting skills, and generalizes changes to community contexts and relationships.</li> <li>• Alternatives to the Court Experience (ACE), the sole diversion program in Washington, DC, which offers individually tailored and clinically-appropriate services to youth up to 17 years old and families as alternatives to arrest and</li> </ul>	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
		<p>prosecution. ACE's goal is to reduce recidivism, reengage youths in school, and improve overall youth functioning</p> <ul style="list-style-type: none"> <li>• The Teen Parent Assessment Program (TPAP), which provides case management and support services to teen parents ages 17 and under who receive TANF or self-refer to the program. TPAP's goal is to move program participants towards self-sufficiency through completion of their high school or GED program.</li> <li>• Strengthening Teens Enriching Parents (STEP), which works with youth up to 17 years old who are reported missing to the police. Case managers provide outreach to assess why the youth has left home and together with the family, implement services with community partners--particularly Sasha Bruce--and other District agencies to reduce the likelihood of future missing persons reports, and increase family stability.</li> <li>• Homeless Youth Services works with youth up to 24 years old who are experiencing homelessness—or at risk of experiencing homelessness—connect with services to reunite them with their family and resolve family conflicts. Community organizations provide services such as drop-in centers, street outreach and housing.</li> </ul>	
<p><b>4 - Through a Two Generational Approach, empower DHS customers to improve their economic stability and well-being. (1 Activity)</b></p>			
<p>TEMPORARY ASST TO NEEDY FAMILIES (TANF)</p>	<p>TANF and FSET Case Management and Employment Assistance</p>	<p>The Economic Security Administration provides case management and employment assistance through the Temporary Assistance for Needy Families (TANF) Education and Employment Program and Supplemental Nutrition Assistance Program (SNAP) Employment and Training Program, which provide job readiness and training activities designed to improve long-term employability and achieve sustaining income.</p>	<p>Daily Service</p>
<p><b>5 - Improve the customer experience at DHS service centers. (1 Activity)</b></p>			
<p>ELIGIBILITY DETERMINATION SERVICES</p>	<p>Eligibility Determination and Enrollment Support</p>	<p>The Economic Security Administration provides eligibility determination and enrollment support for Federal and District case, food, child care, and medical benefits. These include:</p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• 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;</li> <li>• District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination;</li> <li>• District of Columbia's child care subsidy program; and</li> <li>• Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), and the D.C. Healthcare Alliance Program..</li> </ul>	<p>Daily Service</p>
<p><b>6 - Safeguard and improve the quality of life for vulnerable adults. (1 Activity)</b></p>			

Operations Header	Operations Title	Operations Description	Type of Operations
ADULT PROTECTIVE SERVICES	Supportive Services to Vulnerable Adults	DHS provides supportive services to vulnerable adults through the following programs: <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• The Office of Refugee Resettlement serves to transition District of Columbia Refugees from dependency on public assistance to self-sufficiency.</li> </ul>	Daily Service
<b>7 - Create and maintain a highly efficient, transparent and responsive District government. (1 Activity)</b>			
AGENCY MANAGEMENT/PERFORMANCE MGMT	Agency Management/Performance Management	The Office of the Director provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, legal guidance, and performance management. The Office of Program Review, Monitoring, and Investigation includes agency risk management, fraud investigation, homeless shelter monitoring and a quality control division.	Daily Service

2019 Workload Measures

Measure	FY 2016	FY 2017	FY 2018
<b>1 - Homeless Services Continuum- Individuals (6 Measures)</b>			
Number of individuals experiencing homelessness (annual)	11,144	11,334	12,343
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	3673	3583	3770
Number of homeless Veterans, Point-in-Time (PIT)	338	285	302
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	1501	1470	1586

Measure	FY 2016	FY 2017	FY 2018
Average monthly housing placements (Individuals experiencing homelessness)	150	142	188
Average monthly housing placements (Veterans)	99	94	115
<b>2 - Homeless Services Continuum- Families (4 Measures)</b>			
Number of family households experiencing homelessness (annual)	2256	1753	1545
Number of housing placements annually (family households)	699	471	621
Number of family households experiencing homelessness, January Point-in-Time (PIT)	1491	1166	924
Average monthly census in family shelter	948	872	670
<b>3 - Youth-Focused Diversion Services (4 Measures)</b>			
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	67	47	51
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	326	456	498
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	14	14	13.8
Number of youth served in the Alternatives to the Court Experience Program (ACE)	860	767	693
<b>4 - TANF and FSET Case Management and Employment Assistance (7 Measures)</b>			
Total Number of Work-Eligible TANF Customers (Monthly Average)	11,693	9619	8118
Average Number of Families Entering TANF (Per Month)	Waiting on Data	304	402
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	24,472	24,059	19,547
Average TANF Caseload (Per Month)	Not Available	Not Available	11,651
Average Number of Families Exiting TANF (Per Month)	397	641	413
Number of Families Re-certified for TANF Eligibility (Per Month)	Not Available	Not Available	605
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	Not Available	12,052	9551
<b>5 - Eligibility Determination and Enrollment Support (12 Measures)</b>			
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	Not Available	3354	3340
Medical Assistance: Number of Medicaid Applications	Not Available	4982	3518

Measure	FY 2016	FY 2017	FY 2018
SNAP: Number of SNAP Applications (Monthly Average)	Not Available	4813	3367
Medical Assistance: Number of Medicaid Applications that are Approved	Not Available	5489	3564
SNAP: Average SNAP Caseload (Per Month)	Not Available	71,743	68,828
SNAP: Number of Households New Approved for SNAP and Receiving SNAP Benefits (Per Month)	Not Available	Not Available	2514
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	Not Available	Not Available	259,558
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	Not Available	Not Available	15,315
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	Not Available	Not Available	779
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	Not Available	Not Available	581
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	Not Available	36,375	37,128
Call Center: Average Number of Calls Served (Per Month)	Not Available	Not Available	18,321
<b>6 - Supportive Services to Vulnerable Adults (3 Measures)</b>			
Number of cases investigated in APS	Waiting on Data	1061	1785
Number of court Appointed Guardians/Conservators	Waiting on Data	20	97
Number of referrals received in APS	Waiting on Data	1705	2099

## 2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Agency Management/Performance Management (1 Strategic Initiative)</b>		
Increase employee engagement and launch a leadership development strategy.	In FY19 DHS will use three years' worth of employee viewpoint surveys (EVS) to drive improvements to culture specifically tied to employee engagement, equity and inclusion and leadership capacity. This will include a combination of follow up surveys and focus groups to create an employee engagement framework, develop leadership values that align to agency values, and inform a comprehensive leadership development strategy for	09-30-2019



Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	the different management tiers at DHS. The agency will conduct tailored leadership development assessment and training for executive staff, mid-level managers, and frontline supervisors. The agency will also determine an ongoing support structure for managers, incoming managers, and newly promoted managers.	
<b>Eligibility Determination and Enrollment Support (2 Strategic initiatives)</b>		
Improve access to benefit eligibility and enrollment services.	Using new FY19 funding and workload trend data, ESA will expand its Service Center staffing complement and better deploy its workforce to continue to reduce customer lobby wait times. In FY18, ESA worked with The Lab @ DC to pilot various customer notification strategies to identify which were effective at inducing customer compliance with certification activities. In FY19 ESA will fully operationalize the most effective strategies. ESA plans to assess the outreach services provided to Community Based Organizations (CBO) and DC Department of Employment Services (DOES)-operated American Jobs Centers and determine if the level of outreach needs to be bolstered. The agency will also conduct marketing and communications to encourage more customers to take advantage of available self-service options, including a new mobile application. Finally, ESA will collaborate with FSA to conduct monthly matching of cases and provide robust eligibility services to shared customers.	09-30-2019
Connect customers with range of needed services.	During FY19, ESA will work to provide additional CWE&T, FSA, and DHS partner communications and materials to caseworkers in ESA Service Centers. ESA will also implement close-out checklists for SSRs for each application or renewals which include information about available District resources to increase referrals for customers. Finally, ESA will increase customer engagement with child care, DHS' Office of Work Opportunity (OWO), and SNAP Employment and Training (SNAP E&T) resources by co-locating these services in each Service Center.	09-30-2019
<b>Homeless Services Continuum- Families (2 Strategic initiatives)</b>		
Replace DC General with neighborhood-based Short Term Family Housing.	In FY19, DC General (DCG) will be replaced with dignified and service-enriched Short Term Family Housing (STFH) in all eight wards. By the end of the calendar year, Wards 4, 7, 8 and 4300 12th Street STFH sites will be open with service providers on board and families moved in. During the summer 2019, the STFH sites in Wards 3, 5 and 6 are expected to open. In addition to family living units, the new facilities offer computer labs, age-appropriate indoor and outdoor recreation space, study and meeting lounges and space for providers. The specialized providers will employ effective models for exiting families to permanency and will work to meet a target length of stay of less than 90 days. The smaller settings and higher staffing ratios will allow for more intensive case management to better remediate barriers faced by families. DHS will provide effective performance monitoring, technical assistance and build positive collaboration between providers, families and communities.	09-30-2019
Address identified barriers and enhance the Rapid Re-housing program.	In FY19, DHS will continue making improvements to the Rapid Re-housing Program. DHS will provide forums for families to share how the program should be refined to better meet their needs and will make adjustments accordingly. DHS will work towards improving Rapid Re-housing case management to help households increase income, get connected to mainstream services and efficiently transition to long term housing as appropriate. Finally, DHS will explore modifying the incentive structure in its Family Re-Housing and Stabilization Program to further improve outcomes.	09-30-2019
<b>Homeless Services Continuum- Individuals (5 Strategic initiatives)</b>		
Reform Rapid Re-Housing for individuals.	During FY19, DHS will expand and re-target the customer base for the Rapid Re-Housing-Individuals (RRH-I) program to improve program outcomes. In FY18 DHS, in conjunction with RRH-I providers, expanded each providers' capacity to allow the program to serve up to 300 unaccompanied adults at any given time and up to 600 unaccompanied adults over a course of FY19. The program will target individuals	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	in transitional housing, work bed programs, and DC Department of Employment Services (DOES) identified individuals, since these participants will be most equipped to make rental payments at the end of the subsidy. Continued discussions will occur to modify Coordinated Assessment and Housing Placement (CAHP) prioritization for RRH-I to identify individuals who are more likely to be successful in the program. With this improved program focus, DHS expects that the vast majority of individuals participating in the RRH-I program will maintain permanent housing.	
Enhance the low barrier shelter system.	FSA will continue to improve the low barrier shelter system for unaccompanied adults in FY19. DHS will introduce day services programming in the downtown area of DC which, in addition to serving more individuals during the daytime hours, will address a significant and demonstrable need for services. Individuals can access showers, laundry facilities, basic personal health services, as well as more opportunities to connect to housing and employment support. DHS will also implement enhanced case management quality assurance monitoring for our low barriers programs to guarantee effective and appropriate interventions. Finally, DHS will complete renovations to expand capacity at Harriet Tubman women’s shelter and begin design of an 801 East men’s shelter replacement.	09-30-2019
Implement more harm reduction practices throughout the system of care.	In FY18 DHS began the process of addressing the opioid crisis by partnering with the Department of Health and Department of Behavioral Health to conduct trainings and implement the use Narcan in low barrier shelters. In FY19 DHS will expand and evaluate trainings and best practices for the management of Narcan to reduce fatalities as a result of opioid use in our system and connect individuals to treatment. DHS will also expand on our partnerships with community stakeholders to educate our providers in national harm reduction best practices in the areas of pre-exposure prophylaxis (PReP) use, safe sex resources, safe needle exchanges, proper HIV/Hepatitis C testing, and resource connections. These efforts will aim to increase the knowledge of our staff providing services, as well as reduce the risk of death from overdoses, reduce the transmission of HIV/STI’s, increase primary care connection, reduce crisis escalation and exposure to violence.	09-30-2019
Establish a singles diversion/rapid exit program.	Despite aiding over 1,200 single adults exit the streets or shelter to permanent housing between the 2017 and 2018 Point-in-Time (PIT) counts, the data reflects inflows currently outpacing outflows in our homelessness system. DHS works hard to minimize the impact and effect of intergenerational systemic poverty, and believes we can intervene early in the specific crisis and empower the individual. In FY19 DHS will implement a diversion and rapid exit program to create an effective outcome that minimizes use of low-barrier shelter and empowers our clients to think creatively about their strengths and support networks. This approach supports DHS’ goal of making homelessness brief, rare, and non-recurring by permanently reuniting clients with friends and family, temporarily diverting them as they seek new housing, or permanently relocating them to a safe place.	09-30-2019
Improve the system of care for unaccompanied women experiencing homelessness.	According to the 2018 PIT count, approximately 30% of homeless individuals are women. In FY19 DHS will increase the number of low-barrier beds available to women by expanding capacity at the Harriet Tubman shelter. As a majority of women involved in homeless services have experienced violence and trauma, DHS will work to streamline domestic violence (DV) survivors’ transition from shelter to long term housing. DHS will implement safety and planning protocols to integrate the shelter matching process of DV service providers with those operated through the Coordinated Assessment Housing Placement (CAHP) system, while protecting confidentiality and legal protections. In FY19 DHS will enhance training to incorporate best practices around trauma informed care and DV support in low barrier shelter services. DHS will explore the development of a program for women without dependent children and their partners so they may continue their supportive relationship.	09-30-2019
<b>Supportive Services to Vulnerable Adults (1 Strategic Initiative)</b>		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Increase the level of mass care preparedness.	In FY19, DHS will provide new and enhanced staff training and resources to increase the Districts level of preparedness for mass care activities, in coordination with the Districts preparedness framework. DHS will develop and conduct a new emergency shelter manager training to expand the number of employees equipped to take on this role. In addition, DHS will conduct District-wide shelter operations training to support mass care operations. DHS will also increase the emergency mass care cache of supplies and materials to support residents in the case of an emergency.	09-30-2019
<b>TANF and FSET Case Management and Employment Assistance (4 Strategic initiatives)</b>		
Implement targeted outreach and incentives to increase engagement in education and work activities.	In FY19, ESA will refine strategies for engaging TANF customers in employment and education opportunities to help them grow their economic security. DHS is launching a Learn and Earn campaign to orient TANF customers to the changes in the TANF Education and Employment Program (TEP), which shifts the focus from compliance and counting work hours to a system which is flexible, customer-centric and participant defined career goals. Learn and Earn and other new strategies will be promoted through roadshows and with stakeholders to reach customers through avenues beyond direct mail and email. ESA is also building a TANF Ambassadors program in which Ambassadors serve as role models and provide peer to peer support for customers who have not participated fully in TEP. Ambassadors will participate in community events and focus groups to help shape outreach and engagement. Finally, the new TEP contracts include performance-based outcomes and incentives for providers to align with program goals.	09-30-2019
Introduce the next phase of Two Generational strategy.	In FY18, DHS implemented a Two Generational (2Gen) TANF policy focusing on the well-being of the whole family. Recognizing the connection of parent/child well-being with workforce outcomes, DHS is reshaping programs to support the 2Gen model. In FY19, DHS will launch a communication campaign for customers, staff and stakeholders. The new TANF Employment and Education Program (TEP) 2Gen focus will remove barriers to employment and including relevant standards in the participants' Individual Responsibility Plans (IRP). In FY19 ESA will assess outcomes and feasibility to determine next steps for three 2Gen programs: <ul style="list-style-type: none"> <li>• Targeted Mobility Coaching (TMC): Empowering customers by building skills through family-centered case management and peer mentors.</li> <li>• BRIDGES: Addresses customer barriers to traditional work/education participation.</li> <li>• Mental health Outreach for MotherS (MOMS): Reduces depressive symptoms among overburdened and under-resourced mothers in a community-based peer group.</li> </ul>	09-30-2019
Align workforce development initiatives to leverage high growth areas and key partnerships.	In FY17 DHS created The Division of Customer Workforce, Employment and Training, which centralizes DHS workforce and job training functions, to coordinates with workforce initiatives across the city. To support these efforts, DHS will: <ul style="list-style-type: none"> <li>• Design industry pipeline for high growth industries for TANF customers to support industry needs. DHS will develop the initiative with industry District Stakeholders.</li> <li>• Integrate DHS workforce resources into co-located American Job Center (AJCs) locations.</li> <li>• Implement career pathway models for the high growth industries (hospitality, healthcare, construction, infrastructure, business administration and Information Technology, and security). DHS will work with the Workforce Investment Council's Career Pathways Taskforce and will develop specific models.</li> </ul>	09-30-2019
Integrated case management services.	In FY18, DHS began blending case management across administrations by assigning ESA's Office of Work Opportunity (OWO) staff to serve as comprehensive case managers for families in Rapid Re-housing (RRH), Rapid Exit for families in emergency hotels, and the	09-30-2019

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	<p>Homeless Prevention Program (HSP). OWO also established a Homeless Services Integration Coordination Unit (HSI-CU) to ensure enhanced case coordination between homeless services and TANF Employment Program (TEP) case management teams.</p> <p>During FY19, DHS will expand the integrated case management model into the TEP, RRH and Short Term Family Housing (STFH) contracts, ensuring providers are trained on consistent standards for case management services, coordinating case plans, and systems. The refinement and coordination of case management will support the future rollout of an integrated case management system within the DC Access System (DCAS).</p>	
<b>Youth-Focused Diversion Services (2 Strategic initiatives)</b>		
<p>Refine and expand homeless youth interventions as directed by Solid Foundations DC Youth Homeless Plan</p>	<p>During FY19, the FSA YSD will continue to support and monitor expanded youth homeless services including housing and housing stabilization support services. These YSD services are aligned with the needs and program models identified in the Solid Foundations DC: Strategic Plan to Prevent and End Youth Homelessness. YSD will award grants to a number of providers to manage the expanded services, as well as enhance existing grant monitoring processes. In FY19, YSD will solicit proposals for a new 24-hour drop in center to support the needs of youth experiencing homelessness/housing instability.</p>	<p>09-30-2019</p>
<p>Increase the capacity of the Youth Services Division's STEP program in support of youth reported missing and their families and PCAST team to reduce risk of danger to youth.</p>	<p>In support of the Mayor's new cross-agency effort, in FY19 YSD will further develop the Strengthening Teens Enriching Parents (STEP) program to assist families with youth reported missing to the Metropolitan Police Department (MPD) and the PASS Crisis and Stabilization Team (PCAST) which assesses crises to reduce imminent risk of danger. YSD will refine the protocols of the STEP and PCAST teams and will build capacity by ensuring that a new clinical director develops a strategic plan for providing more direct services through YSD staff and decrease the division's reliance on outside service providers to address the clinical needs of the youth and families. Lastly, YSD will refine the Key Performance Indicators, Standard Operating Procedures, and Theory of Change for each program, while developing robust data analysis and monitoring dashboards.</p>	<p>09-30-2019</p>