Department of Human Services (DHS)
FY2016 Performance Accountability Report (PAR)

Introduction

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' progress 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.

Overview – Agency Performance

The following section provides a summary of DHS performance in FY 2016 by listing DHS's top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Launched new release of DC Access System (DCAS), the District's integrated benefit enrollment and eligibility system. This release incorporates cash benefits (TANF) and Supplemental Nutrition Assistance Program into the new eligibility system.	Service Center staff can work almost exclusively in DCAS for benefit eligibility and enrollment processing (the remaining Medicaid program will move over in FY18). The agency is closer to being able to retire its legacy mainframe system.	DCAS will make getting benefits easier for District residents, including reducing the need for in-person visits to Service Centers. It will allow us to process benefits more quickly and accurately and reduce customer wait times.
Opened Patricia Handy Shelter for Women in April 2016.	The Pat Handy shelter represents a new model for low barrier shelter that can hopefully be replicated more broadly in the future. This opening allowed us to close down two low quality shelters.	The Patricia Handy shelter includes low barrier, transitional and temporary housing with special sections for medical respite and senior women. The intensive case management model allows staff to address behavioral health issues and more effectively end chronic homelessness.
Redesigned intake and eligibility process for families experiencing homelessness at Virginia Williams Family Resource Center (VWFRC). Improved community-based prevention services and increased diversions from shelter system.	VWFRC had been managed by a contractor and is now completely managed and operated by DHS employees. Eligibility decisions are being made by DHS employees who have been thoroughly trained on the new process and protocols to ensure more consistent decision-making. There was a significant amount of hiring and training required during the year to ensure a smooth transition to DHS.	Eligibility decisions are more consistent, transparent and expedient. Wait times for families coming to VWFRC have been reduced. Customer service has improved. Of the 2,237 families sent to prevention services in FY16, 91 percent were diverted from shelter.

In FY 2016, DHS had 19 Key Performance Indicators. Of those, 1 were neutral. Of the remaining measures, 63% (12 KPIs) were met, 11% (2 KPIs) were nearly met, and 21% (4 KPIs) were unmet. In FY 2016, DHS had 17 Initiatives. Of those, 47% (8) were completed and 18% (3) were nearly completed, and 35% (6) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DHS in FY 2016.

FY16 Objectives

Division	Objective
Economic Security Administration	Increase Access to Meaningful Employment for TANF Recipients
Economic Security Administration	Streamline Eligibility Enrollment Operations
Family Services Administration	Provide better outcomes for homeless families and youth
Family Services Administration	Address the needs of persons experiencing homelessness in the District of Columbia
Family Services Administration	Safeguard and improve the quality of life for vulnerable adults
Office of the Director	Develop a culture and operational infrastructure dedicated to continuous improvement and positive outcomes

FY16 KPIs

Objective: Address the needs of persons experiencing homelessness in the District of Columbia

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of participants in permanent supportive housing that were housed in the prior fiscal year that maintain housing in the current fiscal year	90	Q	94	94	88	89	91.3	Met	
Number of former households that experienced homelessness who are now receiving housing and supportive services through the permanent supportive housing	1,745	Q	1,756	1,862	1,940	2,099	2,099	Met	

Objective: Increase Access to Meaningful Employment for TANF Recipients

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of newly employed customers of those who are receiving services	0	Q	803	695	778		2,276	Met	This measure requires approximately a three month data entry time frame due to the existing policy and process. As such, the total number for FY16 YTD cannot be compared with the total number for FY15 yet. Instead, comparing the monthly average (261 per month in FY15 and 153 per month in FY16 to date) indicates that the number of newly employed customers in FY16 is marginally lower than the number in FY15. A decrease of the overall caseload should be considered.

Measure									Notes
Number of customers retaining employment for six months or more	2,869	Q	2,992	3,005	2,703		2,900	Met	This is a point-in-time measure that cannot be complied as a total number for a fiscal year. Data for the last quarter of FY16 is not yet available for the same reason stated above. The average of the last 3 quarter point-in-time date indicates that the number in FY16 is slightly lower than the number provided in FY15 (which is the point-in-time data at end of FY15).
Number of customers waiting to be assigned to a TANF employment service provider	200	Q	28	5	14	25	18	Met	This is a point-in-time measure that cannot be complied as a total number for the fiscal year. According to the FY16 data, the number of customers waiting for assignment increased in the last three quarters. It should be noted, however, the number of customers waiting to be assigned to a TEP provider fluctuates daily and hourly, and it does not accurately represent the overall performance regarding wait time. DHS is in the process of redefining this measure to more accurately reflect the wait time.

Percent of customers fully participating of those assigned to a TANF employment service provider	27	Q	27	24		25.5	Nearly Met	This KPI requires approximately a four month data entry and analysis time frame. DHS is not able to update data for Q3 and Q4 yet. The percentage of customers fully participating declined slightly in the first half of FY16 compared to FY15. It should be noted that the current system does not fully capture all of the actual participation hours of customers if they participate in activities that are not defined as engagement activities by the federal law. DHS is in the process of redefining this measure to assess the customers' true participation level and the trend more accurately.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of Customers exiting TANF due to earnings	2,277	Q	438	439	450	541	1,868	Unmet	The number of customers exiting due to earnings increased noticeably during the last quarter of FY16 compared to the previous quarter. However, the total exits due to earnings for the FY16 is lower than the previous fiscal year's total. Our in-depth analysis suggests that many of our customers who are employed roughly earn the District's minimum wage (their earning are far below the living wage). This may contribute to the continued challenges of economic security among TANF customers and make it more difficult for them to exit TANF cash assistance.
Number of customers who started new educational and training programs	1,500	Q	487	362			849	Unmet	DHS is not able to compile this data from the system for Q3 and Q4 yet. However, the monthly average in this measure shows that the number of customers who started new educational and training programs noticeably increased from 115 per month in FY15 to 142 per month in the first half of FY16.

Objective: Provide better outcomes for homeless families and youth

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers

Measure	Target	Freq	Q1	Q2	Q3	Q4	YTD	Status	Comment
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	95	Q	99	98	100	98	98.8	Met	
Percent of youth diverted to ACE who complete the program without additional legal involvement and show improvements in overall functioning, as indicated by their Child and Adolescent Functional Assessment (CAFAS) Scores	70	Q	87	85	84	90	86.5	Met	
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 attend and fulfilled the other requirements to successfully complete their educational program	70	Q	71	65	63	66	66.3	Nearly Met	The majority of clients are not enrolled in school or an educational program at the time of their referral. Each teen parent's situation is unique and their needs are more complex in comparison to other youth. However, the Youth Services Division's case managers strive to assist teen parents in pursuing their educational program as a part of the comprehensive services provided.
Number of families provided with crisis intervention and stabilization services through the Strong Families Program	1,500	Q	324	347	272	329	1,272	Neutral Measure	The FY16 goal should have been revised to 1,100.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of youth engaged in the ACE and PASS programs who show more than 15% improvement in attendance when truancy is a referring behavior	70	Q	66	77	62	45	62.5	Unmet	In FY16, the ACE and PASS programs provided services to a higher number of students with chronic truancy issues. Addressing chronic truancy requires more resources and is a long-term initiative (short-term results are not indicative of program efficacy). Additionally, the programs encountered higher attendance drop-offs for many students during the last quarter. Schools often do not take the normal steps to address truancy during the final weeks of school. However, the PASS and ACE do not make exceptions and engage these students when absences are recognized.

Objective: Safeguard and improve the quality of life for vulnerable adults

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of cases where investigations, substantiation of allegations, the provision of services to mitigate immediate risk have been completed and are transferred to the continuing services unit are completed within sixty working days for the Adult Protective Services Program	90	Q	92	97	95	96	95	Met	
Percent of client cases where substantiated allegations and identified risk to clients has been mitigated before case closure within the Adult Protective Services Program	100	Q	100	100	100	100	100	Met	

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status
Percent of referrals in non-emergency cases where initial client contact and investigation takes place within ten business days for the Adult Protective Services (APS) Program	95	Q	100	98.5	99	99	99.1	Met

Objective: Streamline Eligibility Enrollment Operations

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Service Center: Number of Client Visits	288,000	Q	80,337	71,707	66,387	62,039	280,470	Met	
Food stamp error rate	7.5	Q	7	8	7	8	7.5	Met	
Service Center: Average Wait Time in Minutes	35	Q	40	42	51	54	47	Unmet	The average wait time at the service centers gradually increased throughout FY16. DHS acknowledged an issue of inefficiency and challenges in the existing business process (including data tracking) at the service centers. DHS is rolling out a BPR (Business Process Re-engineering) initiative in FY17. DHS will further replace the current intake system, SCIL with a new application called PATHOS, which is expected to enhance the overall efficiency and accuracy of data tracking including this measure.

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Number of homeless Veterans	A					350
Number of chronically homeless persons (Families)	A					42
Number of chronically homeless persons (Individuals)	A					1,501
Number of individuals experiencing homelessness	A					3,683
Number of households experiencing homelessness	A					4,667
Percent of clients receiving a combination of 2 benefits	Q	36	34			35
Percent of clients receiving a combination of 3 benefits	Q	11	11			11
Monthly average number of clients receiving food stamps	Q	138,640	134,520	132,463	132,694	134,579
Monthly average number of clients receiving TANF	Q	40,260	39,941	40,062	39,835	40,025
Monthly average number of clients receiving Medical Assistance	Q		265,963	272,386		269,174

FY16 Initiatives

Title: Provide holistic support for TANF Employment Program (TEP) participants through partnerships with other providers

    Description: 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 and retention rates. Many of DHS' TANF customers face multiple challenges. In order to maximize the opportunity for successful outcomes, in FY16 ESA will expand partnerships both with sister agencies as well as the FSA within DHS through the following initiatives: * ESA will introduce supportive services for rapid rehousing clients * Fully leverage the programs offered by DOES. Together, DOES and DHS will expand the LEAP (Learn, Earn, Advance, Prosper) Academy, which places TANF customers with paid internships with District agencies, with the opportunity for permanent employment. * Expand the customers who complete the eCASAS (the Electronic Comprehensive Adult Student Assessment System), which scores an individuals literacy and numeracy. The literacy and numeracy scores help inform appropriate placements. * Roll out enhanced technology for DC Cross Connect, a joint initiative between DHS, CFSA and DBH focused on collaboration among multiple case managers and the development of a shared database with case information.

        Complete to Date: 75-99%

        Status Update: OWO continues to provide case management, housing, and employment services to RRH clients. LEAP is implemented and DHS continues to engage with DOES. eCASAS is offered to all TANF applicants, but DHS is exploring methods to encourage participation. DC Cross Connect is increasing its data capacity to further its implementation for eligible families

        If Incomplete, Explanation: Nearly all the components of this initiative were implemented. The eCASAS expansion has been challenging because many customers resist taking the exam. Completion is strongly encouraged, but it is a voluntary assessment. Many customers with literacy or numeracy challenges may have an aversion to taking an assessment that will likely result in a low performance score. despite the fact that performance and scoring are not discriminatory factors in terms of job placement.

Title: Deploy innovative approaches to encourage sustained participation in TANF activities

    Description: TEP participants are required to work or participate in approved activities for a certain number of hours each week. DHS has increased opportunity and augmented financial incentive, but 40 percent of program participants do not engage. In FY16, ESA will expand the use of home visitors to increase long-term engagement through a two-pronged approach. First, home visitors will reach out to non-compliant clients much earlier: after one or two weeks of non-participation and in concert with the TANF provider. Second, DHS plans to introduce more frequent and regular home visits for those clients who are exceptionally difficult to engage or present with multiple barriers. The approach compliments the intent of home visitors, which is to facilitate a client-established personalized plan and increase engagement. In addition to the home visitors, ESA will launch a number of other service interventions targeted to heads of households who DHS has not been able to successfully engage for a variety of reasons, such as depression.

        Complete to Date: Complete

        Status Update: Home visitor grants have been expanded and home visitors are partnered with TEP providers to engage customers earlier in the process (still on-going). DHS completed the survey analysis. OWO launched a pilot project, Targeted Mobility Coaching– a family centered case management model to empower customers by building skills and behaviors through peer mentorship. The initial target population was 300 families (non-participating families). The preliminary findings indicate that some families served by this pilot program became more engaged

Title: Enforce and encourage compliance with program requirements

    Description: DHS will reduce the number of customers who do not engage through sanctions. Currently, clients 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. Beginning

in FY16, DHS will implement a progressive sanction policy in accordance with DC regulations. 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.

Complete to Date: 50-74%

Status Update: The sanction implementation in CATCH (IT system) was more difficult than initially anticipated and DHS estimates a roll out following the R2 phase of DCAS, which was delayed in FY16. The proposed TANF policy for 60 plus month recipients will likely reshape the sanction policy as well

If Incomplete, Explanation: The roll out of sanctions was initially delayed due to system complexity and the DCAS release 2. There is now a need to ensure the sanctions policy is aligned with the new TANF hardship policy and it should be reshaped based on the final TANF hardship policy.

Title: Implement a Business Process Redesign

Description: In FY15, visitors to ESA service centers waited 40 minutes on average to meet with a Social Service Representative. In addition to long wait times, centers often have cases pending for extended periods and errors. In FY16, DHS will work with national experts to lead a business process redesign of 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. Additionally, this initiative will ensure that all service centers are operating efficiently and that customers are provided a positive and consistent experience when visiting a center.

Complete to Date: 50-74%

Status Update: The live launch of DCAS was delayed until October 2016 due to the federal government's instruction. The BPR is strategically aligned with DCAS and the first phase of the BPR will likely be rolled out by the end of FY17 Q1. However, the design and preparation is complete

If Incomplete, Explanation: The BPR is strategically aligned with the DCAS. DCAS' delayed launch also delayed the BPR's timeline. However, the BPR is currently implemented at the Anacostia Service Center, which is seeing positive results thus far. DHS anticipates rolling the BPR out to the other service centers in phases during FY17.

Title: Interact with Customers online and not in line

Description: "A significant percentage of customers waiting in line at our service centers (18.6 percent) and on the phone in our call centers (12 percent) have basic inquiries and often merely want to know the status of their benefits. In FY16, DHS will introduce two new tools to allow customers to access basic benefit information without the need for interacting with a live person. * DHS Interactive Voice Response System (IVR) System The DHS IVR System will enable ESA customers to conduct basic benefit inquiries (status and amount) using an automated system from a touch tone phone. The first version, rolled out in November 2015, included SNAP data, which is the most frequent source of our inquiries. Information initially available included current benefit status and benefit amount. DHS rolled out TANF data in the IVR system as well as verification that documents submitted by customers (whether emailed, faxed or dropped off) have been received. It is anticipated that by the end of FY16, the IVR will reduce the number of phone calls handled by staff by 10%. * DHS Mobile Application The DHS Mobile Software Application will allow ESA customers to conduct basic benefit inquiries on their mobile phone. The mobile application interfaces with DHS benefits database to display a customers benefit program type, status, start date and end date. The application is scheduled to be released in November 2015. By the end of FY16, it is anticipated that the mobile application will reduce the number of phone calls handled by staff by 10%."

Complete to Date: 50-74%

Status Update: A self-service IVR System was rolled out Nov 2015, allowing callers to access SNAP and TANF enrollment status and balances. The mobile app was designed but limited and only available for Android. A wider launch postponed until DCAS release, which was delayed until October 2016. There will be a more robust roll-out of the mobile app and will include both android and apple devices.

If Incomplete, Explanation: The second version of the IVR and the DHS mobile app's launch were postponed until the DCAS release. DHS hopes to implement in CY2017.

Title: End Veteran Homelessness

   Description: A homeless census conducted in 2015 identified 408 homeless veterans living in Washington DC. DHS, in collaboration with the DC Interagency Council on Homelessness (ICH), Department of Veterans Affairs, DC Housing Authority and community organizations, is implementing a number of targeted initiatives to ensure every Veteran has access to a safe, stable home by the end of the 2016 calendar year and that homelessness among Veterans is rare, brief and non-recurring. DHS also hired 12 staff to support the 150 units of Permanent Supportive Housing for veterans who do not meet the Department of Veterans Affairs eligibility requirements for Veterans Administrative Supportive Housing (VASH) vouchers. DHS will also fully implement coordinated entry (described below) to further support this effort in early FY16.

   Complete to Date: Complete

   Status Update: At the end of FY16, 150/150 veterans have been assigned from veterans' coordinated entry and 148/150 have been housed. DHS anticipates housing the remaining 2 (two) veterans by October 31, 2016

Title: Expand the Coordinated Entry Process for Unaccompanied Adults

   Description: Coordinated Entry was successfully piloted in FY15 and will be expanded broadly during FY16. In FY15, DHS granted $250,000 to community based providers to expand coordinated entry outreach efforts to locate, engage, and assess homeless individuals to connect them with housing resources and supportive services. Coordinated Entry allows DHS and the provider community to better assess the Districts individuals who are experiencing homelessness and their needs with the goal of connecting them to the appropriate intervention. The community of service providers is able to access a central registry of individuals who are experiencing homelessness. The entire front line of service providers, such as churches, drop-in centers, meal providers, and hospitals, are trained on accessing the registry and a universal assessment process. This improved entry process allows clients to receive an assessment at the location of services. Since its inception, over 500 staff have been trained across 48 providers and approximately 6,000 assessments have been completed. In FY16, DHS will ensure that all providers who come into contact with individuals who are experiencing homelessness are participating in the Coordinated Entry process and will facilitate access to housing solutions.

   Complete to Date: Complete

   Status Update: The policy and procedures were completed in FY16. This document is live and will be updated periodically. In FY16, over 700 additional staff were trained across 71 providers and over 5,000 assessments were completed

Title: Re-solicit the CoC contract for FY17

   Description: DHS is currently in the process of re-soliciting the CoC contract for FY17. DHS is restructuring the scope of services to in-source services (i.e. intake and eligibility) or compete other services through separate procurements or grant agreements. Additionally, DHS is revamping the requirements in the CoC scope of services to strengthen requirements, provide clear deliverables, increase accountability. DHS will strengthen its monitoring capacity through increasing staff (i.e. Contract Administrators).

   Complete to Date: 75-99%

   Status Update: DHS is currently reviewing responses to the RFP. DHS expects the new contract to be established by February 2017

   If Incomplete, Explanation: There were several rounds of best and final offer (BAFO) reviews. The new contract is expected to be established by February 2017.

Title: Enhanced Support to Domestic Violence Victims and Their Dependents

   Description: In FY16, DHS received an additional $719,000 to enhance services provided to victims of domestic violence and their families. The funding will be used to establish a system to efficiently assess victims in need of emergency safe shelter who seek services through the Virginia Williams Family Resource Center and the emergency shelter system for homeless families. Additionally, DHS will use the funds to build capacity among homeless service providers to deliver trauma

informed services. DHS will also facilitate improved coordination of services that connect domestic violence survivors with appropriate housing and other supports.

Complete to Date: Complete

Status Update: DHS fully expended the $719,000 to provide enhanced services to survivors of domestic violence and their families in FY16. These organizations lost funding that created gaps in the programs and services they provide to victims of domestic violence

Title: Implement Year-Round Access to Shelter for families

Description: The District is required (by law) to house individuals who are experiencing homelessness when the temperature reaches 32 degrees or below during the hypothermia season (November 1-March 31). The District acknowledges that homelessness is not a seasonal issue. DHS will fully implement a year-round access to shelter policy for eligible families in FY16. DHS piloted a strategy for implementing year-round access to shelter in FY15 and will be supported through the following: * In-sourcing the intake and eligibility process (Virginia Williams Family Resource Center) * Improving practices for shelter eligibility; * Launching community-based prevention services; * Improving services by better assessing families' needs and strengths so they can be connected to resources that will best serve them * Facilitate faster family exits by improving services and increasing accountability

Complete to Date: Complete

Status Update: DHS in-sourced the intake and eligibility process at VWFRC. DHS created policies to support IE while improving its practices for shelter eligibility. DHS is implementing a system to use the Family Service Prioritization Decision Assistance Tool (F-SPDAT) to create tailored service plans that determine vulnerabilities, standards, and strengths for families. DHS implemented the families' prevention program and used the Westat Tool to target services for those who are most likely to end up in the shelter system without prevention services

Title: Ensure Rapid Re-Housing Works

Description: In FY15, DHS made regulatory changes to the Rapid Rehousing Program to ensure that the regulations reflect a customer-centric support structure to help families succeed. Some of the significant changes include individualized case management services, assistance with housing identification, connections to workforce development and employment and a progressive engagement approach that creates flexibility to ensure that a family's needs are being met. In FY16, DHS will work with customers and providers to create operating procedures. Additionally, the agency will continue to assess program data to measure the impact of the redesign. In FY16, DHS will also build on last years successful Rapid Rehousing pilot for singles and invest an additional $3.4M to support 350 new units.

Complete to Date: Complete

Status Update: DHS finalized the operating procedures for RRH that was shared with community providers and customers. Additionally, for FY17, DHS re-structured its payment process from its CoC provider to DCHA. This new implementation streamlines the inspection process and ensures consistency among FRSP and the voucher program

Title: Close and Replace DC General

Description: In FY14, the multi-year DC General Replacement plan was introduced. In FY15, Mayor Bowser and the DC Interagency Council on Homelessness released HomewardDC, a five-year strategic plan to make homelessness rare, brief, and nonrecurring. HomewardDC also set forth the goal to close DC General and replace it smaller, more dignified facilities across the city. In FY16, Mayor Bowser put forward an 8 Ward plan to close and replace DC General, with facilities planned for each ward in the District.

Complete to Date: 50-74%

Status Update: The Administration hosted meetings in each ward to share details about the plan, hear feedback, and share information on location and facility design. The target date to close DC General is September 2018. Replacement sites are in various degrees of completion for Ward 7 and Ward 8. Construction will start in February 2017 for Ward 1

If Incomplete, Explanation: This initiative was not anticipated to be completed by the end of FY16. The target date to close DC General is September 2018.

Title: Enhance and Integrate DHS Services for Youth

  Description: In FY16, DHS will establish the Youth Services Division to integrate the agency's four youth programs into a single division, which includes Alternatives to the Court Experience (ACE), Parent Adolescent Support Services (PASS), Teen Parent Assessment Program (TPAP), and youth homelessness. The division includes more than 30 staff and several million dollars in community-based services. The integration will strategically align resources, collaboration across programs, and best practices to better serve referred youth and their families. DHS will expand the ACE and PASS programs. In FY16, ACE received local funding to transfer the six ACE staff formerly housed at the DC Trust and a diversion coordinator that will work with approximately 50 additional youth. DHS also received an additional, one-time funding of $750,000 in FY16 for PASS that will enable the division to add four staff and expand the community-based network of mentors, tutors, and enrichment service providers. The additional resources will enable the agency to serve additional youth and families. In FY16, the Youth Services Division will lead coordinated entry to unaccompanied youth ages twenty-four (24) and under who are experiencing homelessness of housing instability. DHS works with all housing programs that target the youth population. This system is separate from the adult system and utilizes youth-specific assessment tools to identify vulnerability and match youth to appropriate providers.

  Complete to Date: Complete

  Status Update: The Youth Services Division successfully integrated its four youth programs into a single division. The ACE and PASS programs were expanded. Additionally, the division successfully rolled out the coordinated entry process for unaccompanied youth (ages twenty-four years or younger)

Title: Implement a Structured Decision Making system to ensure vulnerable adults receive the most appropriate services to address their needs.

  Description: The Adult Protective Services agencies are currently adopting a new best practice, Structured Decision Making (SDM) tools for assessment and the decision making process at the case and agency levels. In FY16, DHS applied and received a two-year federal grant of $200,000. There are two phases to the SDM tools and DHS will use $102,000 of the grant funds to implement Phase I of the SDM tools in FY16. Phase I will include the customization of the current APS assessments that are used during intake, investigations, and case planning. The SDM tool will provide a more consistent and accurate approach in evaluating information. This will allow DHS to better promote the safety of vulnerable adults; identify and address their needs; enhance service delivery, and improve data analysis for program administration.

  Complete to Date: 75-99%

  Status Update: Phase I was 98% complete by the end of FY16. The collective decision was to extend the inter-rater reliability (IRR) which is critical to determine the reliability and validity of tool prior to pilot testing and final implementation

  If Incomplete, Explanation: The decision to extend the inter-rater reliability (IRR) delayed the completion of Phase I in FY16. The entire initiative (Phase I and Phase II) will be completed by the end of FY17.

Title: Launch elder abuse awareness campaign

  Description: According to the National Center on Elder Abuse, an estimated 5 million elder Americans are victims of abuse, neglect, or exploitation. Experts in the field estimate that for each reported case of abuse or neglect, as many as 23 are unreported. In FY16, DHS will work towards launching an elder abuse awareness campaign (Age Friendly DC) to educate the DC community on the issue to improve the reporting rate and increase prevention. The Age Friendly DC initiative will strengthen elder abuse and neglect prevention, detection and enforcement system, and collaboration among agencies. The Adult Protective Services (APS) division in DHS will target the public, unpaid caregivers, and non-healthcare mandated reports to improve awareness. APS plans to host a series of workshops and community presentations, distribute mandates reporters brochures, and implement the mandated reporters curriculum for agencies.

Complete to Date: 0-24%

Status Update: The District changed its focus on launching a full-scale study in light of two recent, major studies that addressed the incidences and prevalence of maltreatment abuse. Instead, based on the findings from the two studies, the goal is to develop an initiative that promotes strategies to decrease maltreatment. A committee has been established to develop and implement the initiative in FY17

If Incomplete, Explanation: In FY16, DHS did not have funding to implement this initiative. Additionally, the District changed its focus for the initiative in FY16. DHS will play a supporting role for this initiative in FY17, but the agency does not have adequate resources to fully implement.

Title: Increase use of data to support management decision making

Description: DHS currently pulls data from 16 ESA and FSA program applications into Tableau management dashboards. During FY16, DHS will include Child Care subsidy data and TANF employment program data into Tableau management dashboards that will be reviewed by senior leadership on a regular basis. A core team of staff across the agency will receive training in Tableau and data analysis to ensure they are equipped to review and address fluctuations in performance as they occur. DHS will also expand the staff access to the Homeless Management Information System and develop more meaningful reports that capture program quality and effectiveness.

Complete to Date: 0-24%

Status Update: DHS is currently building management dashboards for senior leadership. The dashboards will include information from all divisions

If Incomplete, Explanation: In FY16, DHS encountered delays with the developing internal dashboards that coincided with system changes (e.g. DCAS). This initiative will be continued in FY17. DHS anticipates incremental changes to occur as the systems become more stabilized.

Title: Amplify awareness of services, resources and benefits available through improved communication and outreach

Description: The services, resources, and benefits available to District residents from DHS should be widely-known, clearly understood, and crisply communicated. DHS will expand the ways in which we connect with current and future clients and stakeholders to ensure a more robust and accurate awareness of available services and how to access them. DHS will focus on expanding both traditional and new media communications and outreach efforts and well as community-based interactions.

Complete to Date: Complete

Status Update: DHS implemented a number of innovative tools to enhance outreach to current and future clients and stakeholders through the use of social media, robo calls, and the community outreach and engagement team. These tools were used to message information such as building closures and benefit payment issues so citizens were alerted of potential problems immediately.