Department of Human Services FY2018

Agency	Department of Human Services	**Agency Code**	JA0	**Fiscal Year**	2018

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.

2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Develop an effective crisis response system for unaccompanied adults who experience homelessness.	3	1
2	Develop an effective system of care for families who experience homelessness.	3	1
3	Implement a system of services and supports for youth, parenting youth and their families	7	1
4	Empower DHS clients to improve their economic stability and well-being.	4	1
5	Improve the customer experience at DHS service centers.	7	1
6	Safeguard and improve the quality of life for vulnerable adults.	2	1
7	Create and maintain a highly efficient, transparent and responsive District government.**	9	0
TOT		**35**	**6**

2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)									
Percentage of individuals returning to homelessness within 6- 12 months	☐	4.8%	Not available	4.6%	Not Available	5.6%	Waiting on Data	6%	Waiting on Data
Individuals becoming homeless for the first time	☐	4600	Not available	2336	Not Available	5257	Waiting on Data	5172	Waiting on Data
Average length of time (days) experiencing homelessness (individuals)	☐	212	Not available	163	Not Available	247	Waiting on Data	126	Waiting on Data
2 - Develop an effective system of care for families who experience homelessness. (3 Measures)									
Percentage of families returning to homelessness	☐	3.9%	Not	4.5%	Not	4.9%	Waiting	2%	Waiting

Measure									
within 6- 12 months			available		Available		on Data		on Data
Families becoming homeless for the first time	☐	685	Not available	523	Not Available	1139	Waiting on Data	861	Waiting on Data
Average length of time (days) experiencing homelessness (families)	☐	224	Not available	217	Not Available	269	Waiting on Data	328	Waiting on Data
3 - Implement a system of services and supports for youth, parenting youth and their families (7 Measures)									
Percent of youth engaged in the ACE and PASS programs who complete the programs without additional legal involvement	☐	Not available	Not available	69%	85%	87%	85%	88.3%	85%
Percent of youth engaged in the ACE and PASS programs who show more than 15% improvement in attendance when truancy is an issue at the time of referral	☐	78%	65%	71%	65%	62.5%	65%	63%	65%
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	☐	78%	70%	71%	85%	88%	85%	90%	85%
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	☐	96%	95%	98%	95%	98.8%	95%	98%	95%
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	☐	96%	70%	63%	70%	66.3%	70%	67%	70%
Youth Shelter Exits to Permanency	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure
Youth Diverted from Shelter Placement	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure
4 - Empower DHS clients to improve their economic stability and well-being. (4 Measures)									
# of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	10

Measure	✓								
# of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	20
% of TANF Employment Program Participants Who Participated in Eligible Activities	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	25%
% of Newly Employed Customers Earning a DC Living Wage	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	25%
5 - Improve the customer experience at DHS service centers. (7 Measures)									
Call Center: Abandonment Rate	☐	33%	Not available	38%	30%	35%	25%	34.5%	15%
Food Stamp Error Rate	☐	7.14%	7.7%	8%	7.5%	7.5%	6.8%	9.6%	8%
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	80%
Service Center Average Wait Time in Lobby (minutes)	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	100
Service Center Average Wait Time in non-Lobby (days)	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	4
Service Center Same Day Completion Rate (% of Lobby Cases)	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	90%
Call Center: Average Wait Time (Minutes)	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	5
6 - Safeguard and improve the quality of life for vulnerable adults. (2 Measures)									
Percent of referrals in non- emergency cases where initial client contact and investigation takes place within ten working by Adult Protective Services	☐	99%	95%	98%	95%	99.1%	95%	98.5%	95%
Percent of Emergencies Responded to Within 24 Hours by Adult Protective Services	✔	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	80%

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

⏷ 2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives

1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Activity)

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	6	4
TOT				6	4

2 - Develop an effective system of care for families who experience homelessness. (1 Activity)

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	4	4
TOT				4	4

3 - Implement a system of services and supports for youth, parenting youth and their families (1 Activity)

Youth Services	Youth-Focused Diversion Services	DHS provides youth-focused diversion services through the following programs: • 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 a continuum of homeless and prevention services targeted to youth.	Daily Service	4	2
TOT				4	2

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	7	3
TOT				7	3

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: • 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	13	2
TOT				13	2

6 - Safeguard and improve the quality of life for vulnerable adults. (1 Activity)

ADULT PROTECTIVE SERVICES	Supportive Services to Vulnerable Adults	DHS provides supportive services to vulnerable adults through the following programs: • 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	Daily Service	3	1

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.

					3	1
TOT						
TOT					**37**	**16**

2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual
1 - Homeless Services Continuum- Individuals (6 Measures)					
Number of individuals experiencing homelessness (annual)	☐	Not available	Not Available	11,144	11,334
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	☐	3953	3821	3673	3583
Number of homeless Veterans, Point-in-Time (PIT)	☐	408	408	338	285
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	☐	1785	1593	1568	1470
Average monthly housing placements (Individuals experiencing homelessness)	☐	Not available	Not Available	150	142
Average monthly housing placements (Veterans)	☐	Not available	Not Available	99	98
2 - Homeless Services Continuum- Families (4 Measures)					
Number of family households experiencing homelessness (annual)	☐	Not available	Not Available	2256	1753
Number of housing placements annually (family households)	☐	Not available	Not Available	699	471

Number of family households experiencing homelessness, January Point-in-Time (PIT)	☐	1231	1131	1491	1166
Average monthly census in family shelter	☐	Not available	Not Available	975	872

3 - Youth-Focused Diversion Services (4 Measures)

Number of teen parents served by the Teen Parent Assessment Program (TPAP)	☐	65	65	67	47
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	☐	285	306	326	456
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	☐	7	16	14	14
Number of youth served in the Alternatives to the Court Experience Program (ACE)	☐	321	612	860	767

4 - TANF & FSET Case Management and Employment Assistance (7 Measures)

Total Number of Work-Eligible TANF Customers (Monthly Average)	☐	Not available	Not Available	11,693	9619
Average Number of Families Entering TANF (Per Month)	☐	Not available	Not Available	Waiting on Data	304
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	☐	Not available	Not Available	27,472	24,059
Average TANF Caseload (Per Month)	✔	Not available	Not Available	New Measure	New Measure
Average Number of Families Exiting TANF (Per Month)	☐	Not available	Not Available	Not Available	641
Number of Families Re-certified for TANF Eligibility (Per Month)	✔	Not available	Not Available	New Measure	New Measure
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	☐	Not available	Not Available	Not Available	12,052

5 - Eligibility Determination and Enrollment Support (13 Measures)

SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	☐	Not available	Not Available	Waiting on Data	3354
Medical Assistance: Number of Medicaid Applications	☐	Not available	Not Available	Waiting on Data	Not Available
SNAP: Number of SNAP Applications (Monthly Average)	☐	Not available	Not Available	Waiting on Data	4813

Medical Assistance: Number of Medicaid Applications that are Approved	☐	Not available	Not Available	Waiting on Data	Not Available
SNAP: Average SNAP Caseload (Per Month)	☐	Not available	Not Available	Not Available	71,743
SNAP: Number of Households New Approved for SNAP and Receiving SNAP Benefits (Per Month)	✔	Not available	Not Available	New Measure	New Measure
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	✔	Not available	Not Available	New Measure	New Measure
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	✔	Not available	Not Available	New Measure	New Measure
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	✔	Not available	Not Available	New Measure	New Measure
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	✔	Not available	Not Available	New Measure	New Measure
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	☐	Not available	Not Available	Not Available	36,375
Call Center: Average Number of Calls Served (Per Month)	✔	Not available	Not Available	New Measure	New Measure
Call Center: Average Hold Time Per Call (Average Duration of Calls Answered)	✔	Not available	Not Available	New Measure	New Measure
6 - Supportive Services to Vulnerable Adults (3 Measures)					
Number of cases investigated in APS	☐	Not available	Not Available	Waiting on Data	1061
Number of court Appointed Guardians/Conservators	☐	Not available	Not Available	Waiting on Data	20
Number of referrals received in APS	☐	Not available	Not Available	Waiting on Data	1705

⊙ Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Lay the foundation for leveraging Medicaid to cover eligible PSH services.	With support from the Interagency Council on Homelessness (ICH), DHS has been working with a sub-group of providers to collaboratively develop standards for Permanent Supportive Housing (PSH), which includes, but is not limited to, outreach services, housing navigation services, and case management services. DHS is currently finalizing the standards for those services, leveraging guidance from our HUD Technical Assistance provider. From there, DHS	09-30-2018

	is developing performance metric and monitoring tools, and developing staffing/qualification models to deliver caseloads based on acuity and levels of service needs. All of this work will eventually lead to a methodologically-sound approach for establishing new rates for services and incorporating those standards and rates into future PSH contracts. Eventually, through on ongoing collaboration with the Department of Health Care Finance (DHCF), DHS will ensure our monitoring and billing for these standardized PSH services align with Medicaid requirements for reimbursement.	
Improve coordinated entry for unaccompanied adults and youth.	DHS continues to support and improve our coordinated entry system and outreach and in-reach services for individuals, which accounts for 58% of referrals to housing resources since March 2016. The Community Partnership (TCP) now manages a live registry and routinely convenes the Continuum of Care (CoC) to match vulnerable adults to available housing resources. In addition, coordinated entry participants are routinely making improvements to the process, which have included the creation of decision tree/flow diagrams for those who refuse housing, stronger communication materials about the role of the SPDAT in coordinated entry, and pilot referral models for Targeted Affordable Housing (TAH) vouchers.	09-30-2018
Launch Rapid Re-housing (RRH) for individuals.	DHS conducted a successful Rapid Re-housing (RRH) pilot for single adults experiencing homelessness in FY17 (RRH-I). During FY18, DHS will bring the RRH-I program to scale by awarding multiple human care agreements (HCAs) to an expanded group of providers. DHS plans to award these HCAs by the end of FY17, with full program implementation in FY18. With this expanded capacity, DHS will be able to serve a minimum of 400 individuals through this program in FY18. Program participants will receive financial assistance and case management to assist with housing stability for up to six months, as well as connection to longer term community-based supports as needed. DHS expects that at least 80% of individuals participating in the RRH-I program will maintain permanent housing.	09-30-2018
Develop a coordinated entry system for families seeking homeless assistance services.	In FY17, DHS began engaging community partners and stakeholders in the planning and development of a coordinated entry system for households experiencing an episode of homelessness. In FY18, DHS will fully implement Coordinated Assessment and Housing Placement (CAHP) for Homeless Families, which will establish a standardized assessment as well as a coordinated referral and housing placement process to ensure that families experiencing homelessness are prioritized in accordance with those who are most vulnerable and have the most severe service needs.	09-30-2018
Expand supports for TANF-eligible families by integrating efforts between the Family Services Administration (FSA) and the Economic Security Administration (ESA).	For years, both FSA and ESA have provided case management and referral services to same population of families, with FSA focused on housing stability and ESA focused on employment security. Even with the different focus areas, there was invariably some level of redundancy and a risk of conflicting guidance. In FY17, 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 Homeless Service Prevention Program. During FY18, DHS will continue to identify opportunities to consolidate case management efforts across the administrations as well as develop consistent standards for case management services. The refinement and consolidation of case management will support the rollout of an integrated case management system within the DC Access System (DCAS) beginning in FY18.	09-30-2018
Reduce length of stay in emergency shelter.	During FY18, DHS will have a renewed focus on reducing the length of time that families stay in emergency shelter. For a number of years, the average time a family remained in emergency or temporary shelter was approximately one year. The goal is 90 days. A number of efforts are being pursued to exit families more quickly, which includes: improved case management with employment supports; regular outcome reporting by providers; and strategies to make Rapid Re-housing (RRH) work. There are also a number of efforts being implemented to address the challenge of finding affordable rental units for families trying to exit the shelter system. These strategies include changing the rental payment process so landlords are no longer at risk of partial payments and increased landlord engagement efforts. Additionally, the reduced length of stay will have a significant effect on the number of hotel rooms required.	09-30-2018

Expand youth homeless programs.	In FY18, the FSA Youth Services Division (YSD) received nearly $4M in new funds for youth homeless services including transitional housing, permanent supportive housing, rapid rehousing, shelter beds and youth housing stabilization support services. These funds are aligned with the needs and program models identified in the Solid Foundations DC youth homelessness strategic plan. YSD will award grants to a number of providers to manage the expanded services, as well as enhance existing grant monitoring processes.	09-30-2018	
Identify and implement more impactful outreach and communication methods to ensure information is reaching clients.	The Economic Security Administration (ESA) regularly sends notification to clients regarding benefit recertification requirements, program changes, and service offerings. Based on input from a client survey and feedback from partners and advocates, it is clear that information is not always effectively reaching our clients. ESA, working with the LAB@DC, will pilot and assess alternative communication methods (i.e. flyers vs robocalls vs simplified language on notifications). The pilot exercise will also track which communication method is effectively reaching clients based on response rates and compliance with instructions. The first correspondence in the pilot will be TANF recertification notices and will include a control group to see if one group of clients is more responsive based on alert method. ESA will shape its broader client communication strategy based on pilot results.	09-30-2018	
Expand the Targeted Mobility Coaching pilot to include families new to TANF.	In FY16, ESA's Office of Work Opportunities (OWO) piloted the Targeted Mobility Coaching with families who had a history of not engaging in case management and employment programs. Targeted Mobility Coaching is a family-centered case management model to empower customers by building skills and behaviors through peer mentorship. The pilot for this hard-to-reach population showed improved engagement levels compared to standard case management. In FY18, DHS is going to pilot Targeted Mobility Coaching to new families receiving TANF, to track whether participating families are moved off of TANF more quickly than those receiving standard case management through the TANF Employment Program. The Targeted Mobility Coaching will be led by staff from OWO, who will carry smaller caseloads than standard. Results from the pilot will inform whether to pursue a broader rollout or if the method should be targeted to a certain subpopulation.	09-30-2018	
Improve access to benefit eligibility and enrollment services.	During FY17, ESA made significant operational improvements in its five service centers in terms of processing benefits more quickly and accurately. During FY18, ESA will make further improvements to the benefit enrollment experience. First, ESA is enhancing its outreach team to expand in-home visits for individuals with mobility issues as well as coverage at sites like nursing homes and the DC Jail. The outreach team will grow and staff will receive standard training and equipment to ensure the quality of the customer experience matches service centers. Second, DHS will develop a mobile application that will allow customers to upload and electronically submit required documents without coming to a service center. Finally, ESA will continue to make it easier for non-English speaking customers to access benefits. In FY17, ESA added bi-lingual staff, placed a language ombudsman in every service center, and ensured forms were available in multiple languages. In FY18, ESA will expand language options on the call center self-service IVR prompts and ensure information on the DHS website is in multiple languages.	09-30-2018	
Reduce early morning lines outside of the service centers.	For years, customers have started lining up outside of ESA service centers in the early morning, resulting in lines down the block by the time the doors open at 7:30 AM. The long wait times meant customers were not guaranteed to meet with an ESA social service representative unless they arrived at dawn. The business process redesign initiative implemented in FY17 is effectively reducing the need for repeat visits and ultimately wait times. Despite this progress, a significant number of customers continue to line up early to ensure they can receive their benefits. During FY18, ESA will establish and monitor the business process redesign performance targets, to ensure the reduction in wait time continues. ESA will also conduct marketing and outreach to customers to communicate the operational improvements and instill confidence that customers can be enrolled in benefits regardless of when they arrive at a service center.	09-30-2018	
Implement the Elder Justice Initiative Grant.	In FY17, the United States Department of Health and Human Services' Administration for Community Living approved a no-cost extension to complete The National Adult Maltreatment Reporting System (NAMRS), which will include data components, customization, and implementation of the Structured Decision Making Model (SDM) assessments in 2018. The full implementation of these two components will position DHS/APS to annually submit key requisite data	09-30-2018	

	elements in fulfillment of the NAMRS, while also moving to a mobile environment that will facilitate real time information from the field. This project will ultimately enhance the program's consistency at critical decision-making points as part of case investigations using the SDM.	
Reform the low barrier shelter system	FSA will continue to implement improvements to the low barrier shelter system for unaccompanied adults in FY18. A significant increase in local funds in FY18 will reduce DHS' dependency on uncertain federal carry over funds each year, which will allow for more stable contract and grant commitments. The low barrier shelter hours were expanded at the end of FY17 and will allow shelters to open two hours earlier in the evening and remain open two hours later in the morning. The extended hours will further allow shelter providers to meet their expanded requirements in terms of case management services provided on-site and expanded in-reach targeting the shelter long-stayers who have not previously engaged in services. For the first time, DHS provided grants in late FY17 for SNAP employment and training services targeting individuals currently or previously experiencing homelessness. DHS is also pursuing expanded day center options to have more opportunities to connect clients to housing and employment supports.	09-30-2018
Increase the capacity of the Youth Services Division including the rollout of the STEP initiative in support of runaway youth and their families.	Alternatives to the Court Experience (ACE) and the Parent and Adolescent Support Services (PASS) programs have demonstrated effective outcomes for the youth served since their inception. In FY18 the programs will receive approximately $3.8M in additional funding to add two new teams of caseworkers and supervisors. There will be a dedicated PASS team redeployed to support the Mayor's new cross-agency effort (Strengthening Teens Enriching Parents, or STEP) to support youth reported missing to MPD. The design and protocols of the STEP team will be completed in early FY18. As part of the STEP initiative, referrals which traditionally came from schools and service providers will be coming from MPD. Another PASS team will be dedicated specifically to high risk youth and providing a higher intensity of services. The other new staff will be focused on growing both programs to better meet demand.	09-30-2018
Implement new TANF policy and new TANF employment program human care agreements (Employment/Occupational Training and Job Placement)	The TANF program changes implemented in FY18 will both guarantee the security and wellbeing of children in a household with cash income as well as support parents to replace income from TANF with income from work through engagement in meaningful education and employment activities that increase their economic security. The District's new TANF policy distinguishes the District from any other jurisdiction in the nation by institutionalizing the value that keeping cash in the home is an important protective factor for children. A TANF household's grant will never drop below 94% of the maximum level due to work sanction. By April 2018, DHS will execute a communications plan to explain the program changes, perform technical upgrades to the DCAS system, train staff and providers, and draft regulations to operationalize the new policy. DHS is committed to building stronger pathways to employment for TANF recipients. During FY17, ESA crafted requirements for new TANF employment program (TEP) providers to address client input on program effectiveness received through a survey as well as best practices and the employment market in the District. The new TEP human care agreements were awarded at the end of FY17 and will be fully implemented by the end of FY18. During FY18, DHS will implement required IT system changes and train providers on the new program standards to ensure a smooth adoption.	09-30-2018
Move closer toward closure of DC General..	During FY18, the District will gradually stop placing families experiencing homelessness at DC General as it exits families currently living there into permanent housing and other more stable housing alternatives. Abatement and demolition activities are scheduled to be conducted on three facilities on the DC General campus starting in Q3 of FY18. The first three neighborhood-based, short-term family housing sites in Wards 4, 7 and 8 will open by the end of the year. Construction activities will continue on the remaining short-term family housing sites currently scheduled to open in FY19. During the year, FSA will complete operational standards and conduct solicitations to secure providers to run these facilities.	12-31-2019