

# Department of Human Services FY2020

Agency Department of Human Services

Agency Code JA0

Fiscal Year 2020

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.

## 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 (2Gen) Approach, empower DHS customers to improve their economic stability and well-being.
5	Improve the customer experience at DHS service centers.
6	Create and maintain a highly efficient, transparent, and responsive District government.

## Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)</b>					
Individuals becoming homeless for the first time	Down is Better	5172	6933	3428	No Target Set
Average length of time (days) experiencing homelessness (individuals)	Down is Better	126	113	175	No Target Set
Percent of individuals returning to homelessness within 6-12 months	Down is Better	6%	6.8%	7.5%	No Target Set
<b>2 - Develop an effective system of care for families who experience homelessness. (3 Measures)</b>					
Families becoming homeless for the first time	Down is Better	861	415	605	No Target Set
Average length of time (days) experiencing homelessness (families)	Down is Better	328	350	281	No Target Set
Percent of families returning to homelessness within 6-12 months	Down is Better	2%	1.6%	2.1%	No Target Set
<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 Alternatives to Court Experience (ACE) and Parent and Adolescent Support Services (PASS) programs who complete the programs without additional legal involvement	Up is Better	88.3%	90.8%	88.9%	85
Youth Shelter Exits to Permanency	Up is Better	New in 2018	50	23	8
Youth Diverted from Shelter Placement	Up is Better	New in 2018	8	27	16
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	63%	47%	42.3%	60

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percent of youth engaged in PASS, ACE, and Strengthening Teens Enriching Parents (STEP) who show improved functioning at closure as indicated by declines in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	Neutral	90%	80.8%	86.4%	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	67%	76%	63.8%	75%
Percent of teen parents receiving services from the Teen Parent Assessment Program (TPAP) who do not have additional pregnancies	Up is Better	98%	99%	85.1%	85%
<b>4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (4 Measures)</b>					
Percent of TANF Employment Program Participants Who Participated in Eligible Activities	Up is Better	New in 2018	18.5%	16%	25%
Percent of Newly Employed Customers Earning a DC Living Wage	Up is Better	New in 2018	33.5%	41.8%	35%
Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	New in 2018	10	28.7	10
Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	New in 2018	15.2	9	18
<b>5 - Improve the customer experience at DHS service centers. (7 Measures)</b>					
Call Center: Abandonment Rate	Down is Better	37%	50.2%	62%	40%
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	Up is Better	New in 2018	95.4%	95.5%	95%
Service Center Average Wait Time in Lobby (minutes)	Down is Better	New in 2018	113	122.5	110
Service Center Average Wait Time in non-Lobby (days)	Down is Better	New in 2018	6.5	5	7
Call Center: Average Wait Time (Minutes)	Down is Better	9	16	23.8	12
Service Center Same Day Completion Rate (Percent of Lobby Cases)	Up is Better	New in 2018	84.8%	85%	85%
SNAP Error Rate	Down is Better	15.9%	14.5%	15.7%	10%

## Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>6 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)</b>				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	99.2%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	83%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	100%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management – Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

\*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## Operations

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 access temporary shelter and obtain and/or maintain sustainable housing. The continuum of services includes outreach, coordinated entry, low barrier shelter, diversion and rapid exit from shelter, rapid rehousing, day programs, meal programs, targeted affordable housing 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>			

Operations Header	Operations Title	Operations Description	Type of Operations
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 access temporary shelter and obtain and/or maintain sustainable housing. The continuum of family services includes centralized intake and eligibility assessment at the Virginia Williams Family Resource Center, prevention services, temporary shelter, rapid rehousing, housing navigation, targeted affordable housing, 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 prosecution. ACE's goal is to reduce recidivism, reengage youths in school, and improve overall youth functioning</li> <li>• The Teen Parent Assessment Program (TPAP), which provides case management</li> </ul>	Daily Service

	Operations Title	Operations Description	Type of Operations
		<p>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.</p> <ul style="list-style-type: none"> <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 and other District agencies to reduce the likelihood of future missing persons reports, and increase family stability.</li> <li>• Homeless Youth Prevention 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> <li>• Additional youth homeless services include funding for the provision of emergency shelter beds and homeless prevention services; resources to help youth experiencing homelessness with shelter placement and drop-in centers that provide meals; life skills training; assessment of needs; and vocational training. Lastly, continuing to fund extended supportive housing to vulnerable youth experiencing homelessness who are 18-24 years old to achieve self-sufficiency and maintain housing stability.</li> </ul>	

**4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (1 Activity)**

TEMPORARY ASST TO NEEDY FAMILIES (TANF)	TANF and FSET Case Management and Employment Assistance	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 a range of services that are designed to promote long-term employability and achievement of sustaining income.	Daily Service
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**5 - Improve the customer experience at DHS service centers. (1 Activity)**

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Operations Header	Operations Title	Operations Description	Type of Operations
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 include: <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>	Daily Service
<b>6 - 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

## Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>1 - Homeless Services Continuum- Individuals (6 Measures)</b>			
Number of individuals experiencing homelessness (annual)	11,334	12,343	11,096
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	3583	3770	3875
Number of homeless Veterans, Point-in-Time (PIT)	285	302	292
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	1470	1586	1374
Average monthly housing placements (Individuals experiencing homelessness)	142	188	116
Average monthly housing placements (Veterans)	Not Available	115	47
<b>2 - Homeless Services Continuum- Families (4 Measures)</b>			
Number of family households experiencing homelessness (annual)	1753	1545	1537
Number of housing placements annually (family households)	471	621	788

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Number of family households experiencing homelessness, January Point-in-Time (PIT)	1166	924	815
Average monthly census in family shelter	872	670	534
<b>3 - Youth-Focused Diversion Services (4 Measures)</b>			
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	47	51	47
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	456	498	444
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	14	13.8	16
Number of youth served in the Alternatives to the Court Experience Program (ACE)	767	693	778
<b>4 - TANF and FSET Case Management and Employment Assistance (7 Measures)</b>			
Total Number of Work-Eligible TANF Customers (Monthly Average)	9619	8118	9380
Average Number of Families Entering TANF (Per Month)	304	402	346
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	24,059	19,547	22,248
Average TANF Caseload (Per Month)	New in 2018	11,651	12,544
Average Number of Families Exiting TANF (Per Month)	641	413	350
Number of Families Re-certified for TANF Eligibility (Per Month)	New in 2018	604.8	644
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	12,052	9551	11,036
<b>5 - Eligibility Determination and Enrollment Support (12 Measures)</b>			
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	Not Available	3340	3081
Medical Assistance: Number of Medicaid Applications	4982	3518	10,613
SNAP: Number of SNAP Applications (Monthly Average)	Not Available	3367	3205
Medical Assistance: Number of Medicaid Applications that are Approved	5489	3564	10,940
SNAP: Average SNAP Caseload (Per Month)	71,743	68,828	65,447
SNAP: Number of New Households Approved for SNAP and Receiving SNAP Benefits (Per Month)	New in 2018	2514	2350
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	New in 2018	259,558	259,356
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	New in 2018	15,315	14,987
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	New in 2018	779	831
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	New in 2018	581	558
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	36,375	37,128	32,615
Call Center: Average Number of Calls Served (Per Month)	New in 2018	18,321	12,348

## Strategic Initiatives

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Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Agency Management/Performance Management (1 Strategic Initiative)</b>		
Increase employee engagement and sustain a leadership development strategy.	In FY20 DHS will utilize four years' worth of employee viewpoint surveys to implement improvements to culture specifically tied to employee engagement, equity and inclusion and leadership capacity. This will include administering a combination of follow up surveys and focus groups to assess required areas of internal capacity building. The agency will launch a sustainable strategy for leadership development, plus begin an assessment of professional development needs across the agency.	09-30-2020
<b>Eligibility Determination and Enrollment Support (2 Strategic initiatives)</b>		
Improve access to benefit eligibility and enrollment services.	During FY20, DHS will continue to leverage workload trend data to determine workforce deployments and will create a quantifiable staffing model. DHS will convert 70% of remaining legacy system-related business processes to DCAS; and will sunset legacy systems and processes. Conversion will require significant planning, readiness activities, testing, training, and process design. The agency will streamline its service delivery model by strengthening DHS Call Center processes, launching a mobile application for customers to upload documents, and calibrating back office workflows to increase capacity. DHS will also augment and institutionalize management techniques by providing focused training and ongoing support for all Service Center supervisors.	09-30-2020
Empower workers to connect customers with range of needed services.	In FY19 DHS reduced the number of trips customers applying for TANF would need to take in order to complete their process. In FY20 DHS will expand this capability to all service centers, streamlining operations between eligibility and assessment. In FY20, DHS will foster a service culture with conscientiousness at its core – by adding a resource library for staff and hosting joint staff meetings for co-located units. Additionally, DHS will engage strategic partners to improve customer 'wayfinding' across District social service offerings; providing customer outreach and new communications tools for staff.	09-30-2020
<b>Homeless Services Continuum- Families (2 Strategic initiatives)</b>		
Complete the Opening of Neighborhood-Based Short Term Family Housing Programs.	DHS opened five dignified and service-enriched Short Term Family Housing (STFH) sites in Wards 4, 5, 7, 8 and 4300 12th Street, replacing DC General family shelter in FY19. In FY20, DHS plans to open the STFH sites in Wards 3 and 6. 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 supportive services. The specialized community organizations will employ effective models that support families' access to sustainable housing within approximately 90 days. The smaller settings in combination with the program design support a service delivery model that is equipped to address the needs and recognize the strengths of families being served. DHS will provide effective performance monitoring, technical assistance and build positive collaboration between providers, families and communities.	09-30-2020
Address Identified Barriers and Enhance the Rapid Rehousing Program.	DHS established a Family Rehousing and Stabilization Program Task Force in FY19 to assess the program gaps and address identified challenges to enhance the program, commonly known as Rapid Rehousing. The purpose of the Task force is to recommend improvements in the key areas of: customer experience and outcomes; efficiency and effectiveness of program delivery; and oversight and accountability. In FY20, DHS will assess the recommendations of the Task Force and determine the priorities, resources, plan, and timeline for the creation of identified policy and program design recommendations.	09-30-2020
<b>Homeless Services Continuum- Individuals (3 Strategic initiatives)</b>		
Enhance the low barrier shelter facilities and service delivery.	DHS will continue to reform the low barrier shelter system for unaccompanied adults in FY20 through programmatic and facility improvements. DHS will strengthen case management standards and improve quality assurance monitoring for low barrier programs to ensure the most effective and appropriate interventions are being implemented. In terms of facilities, DHS will work with DGS to begin design and renovations to three existing low barrier shelters (Emery, Blair, New York Avenue). DHS will also design two new facilities to replace the existing facilities: Harriett Tubman Low Barrier Shelter (Ward 7) and 801 East Men's Shelter (Ward 8). DHS will create plans to expand its co-ed infrastructure and specialized beds.	09-30-2020



Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<p>Improve the case management service delivery in permanent housing programs and finalize the categorization of the Permanent Supportive Housing site spectrum.</p>	<p>In FY20, DHS will improve case management service delivery in permanent housing programs through a series of refinements including finalizing core components of case management standards, incorporating comprehensive outcome metrics, and improving the quality assurance process. DHS will also finalize the categorization of the Permanent Supportive Housing site spectrum to ensure a unified system of service delivery as outlined by Homeward DC 2.0. Lastly, DHS will take the following steps toward obtaining Medicaid reimbursement for qualified PSH case management services: 1) create measurable outcomes for PSH case management services; 2) complete a case management services rate analysis; and 3) assess provider readiness and offer technical assistance for providing Medicaid reimbursable services.</p>	<p>09-30-2020</p>
<p>Increase District-wide resources to support systematic street outreach services.</p>	<p>In FY20 DHS will increase housing stability and ultimately improve the health, safety and quality of life of unsheltered individuals. DHS will do this by engaging clients with the appropriate level of outreach based on needs and make connections to housing systems, homeless services, public benefits, physical/behavioral healthcare, and harm reduction. DHS will ensure the new collaboration for outreach services represents a coordinated effort to serve vulnerable persons including: unsheltered individuals, those with behavioral health needs, and those with opioid use disorders. For one, DHS will enhance coordination among stakeholders by creating a new role focused on coordination. This will ensure particularly those individuals who are not accessing shelter case management are appropriately referred to services. DHS will plan a new technology platform for consultation with partners that will facilitate cross agency collaboration and improve the effectiveness of service delivery.</p>	<p>09-30-2020</p>
<p><b>TANF and FSET Case Management and Employment Assistance (3 Strategic initiatives)</b></p>		
<p>Implement targeted outreach and incentives to increase engagement in education and work activities.</p>	<p>In FY18, DHS laid the policy and programmatic framework to support a transition from a federally-focused employment first TANF Employment Program (TEP) model to a multigenerational program that focuses on employment, family stabilization, and education completion. In FY19, new performance-based contracts were issued and the TEP case management system was enhanced to document and track customer participation in 2Gen activities (Social Capital, Health &amp; Wellbeing, Post-Secondary Education/Employment, Early Childhood Development, Economic Assets). In FY20, DHS will continue to engage customers and stakeholders with this new service delivery model by incorporating 2Gen activities into the TANF case plans through case coaching, career ladder tools, and further integrating services provided by ESA and FSA.</p>	<p>09-30-2020</p>
<p>Targeted Outreach to Wards 7 and 8.</p>	<p>In FY20, DHS's SNAP Employment &amp; Training (SNAP E&amp;T) will select two to three additional providers or partners. SNAP E&amp;T's solicitation will target and give preference to providers located in Wards 7 and 8. In addition, DHS will expand targeted outreach to SNAP participants living in Wards 7 and 8. This includes participating in community events, individual mailers, direct calls, and robo-calls. This engagement and outreach is designed to increase participation in SNAP E&amp;T workforce activities. Workforce activities include workforce and occupational training, job search, job placement, and job retention.</p>	<p>09-30-2020</p>
<p>Align workforce development initiatives to leverage high growth areas and key partnerships.</p>	<p>In FY20 DHS will continue to unify and align DHS workforce and training functions with workforce initiatives across the city. DHS will expand the Office of Work Opportunity at DHS Service Centers. DHS will also create a special projects unit to pursue funding opportunities, workforce development projects, and District-based collaborations that support customer completion or obtainment of education and employment goals. Specifically DHS will:</p> <ul style="list-style-type: none"> <li>• Introduce newly developed case coaching and career ladder tools to further support TANF customers coupling education and employment activities that support entry into career pathways;</li> <li>• Further integrate services offered through the Economic Security Administration &amp; Family Services Administration, focusing on 2Gen frameworks; and</li> <li>• Integrate the FSA Teen Parent Assessment Program (TPAP) to allow TPAP staff to work with TANF customers and their children to address childhood development needs, particularly around health and parenting skills.</li> </ul>	<p>09-30-2020</p>
<p><b>Youth-Focused Diversion Services (2 Strategic initiatives)</b></p>		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<p>Refine and expand homeless youth interventions as directed by Solid Foundations DC Youth Homeless Plan.</p>	<p>In FY20, DHS is tasked with overseeing a dramatic increase in the number of beds (60 emergency, 50 transitional and 50 extended transitional) available to youth ages 18-24 experiencing homelessness. To meet this goal, DHS will issue a comprehensive Request for Applications with the expectation of opening new sites mid-year. In addition to this significant effort, DHS will continue to support and monitor its existing portfolio of youth homelessness services, including three that opened at the very end of FY19 (one transitional housing program, one extended transitional housing program, and a 24-hour Drop-In Center). DHS services for youth experiencing homelessness align with Solid Foundations DC: Strategic Plan to Prevent and End Youth Homelessness.</p>	<p>09-30-2020</p>
<p>Implement an improved process to measure youths' educational achievement/attainment.</p>	<p>In FY20, DHS will devise and plan implementation of more sophisticated measures to illustrate (and focus on) educational achievement of youth participating in DHS direct service programs (ACE, PASS, STEP, TPAP). Historically, DHS has focused almost solely on school attendance changes (truancy) as opposed to academic achievement and behavioral improvements in school. DHS has expanded programmatically these past few years and recently developed data systems and data-sharing agreements which will allow DHS to more holistically measure DHS impact on youths' schooling. DHS will launch measurement in FY21.</p>	<p>09-30-2020</p>