

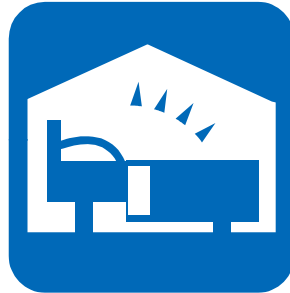
# PROGRESS REPORT ON:

The District of Columbia 2013  
Family Shelter Restructuring Plan



**9,993**

Families Screened for  
Housing Instability



**723**

Families Received  
Shelter Services



**580**

Shelter Exits  
Since January 2014

**ERAP**

**900**

Families Diverted  
From Shelter



**12,000**

Affordable Units  
Created or in the  
Pipeline

**PSH**

**400**


Families Received  
Permanent  
Supportive Housing





## PROGRESS REPORT ON:


### The District of Columbia 2013 Family Shelter Restructuring Plan


In April 2013, the Mayor issued the Family Shelter Restructuring Plan, formally outlining the strategies the District adopted a year earlier to address the rising number of families experiencing homelessness. The Family Shelter Restructuring Plan set out a comprehensive framework for changing how we serve families. Today, the District is investing in lasting solutions for families by shifting our efforts to prevent homelessness whenever possible, to stabilize and rapidly re-house families who become homeless, and to systemically address the root causes of family homelessness.

Goal and Sub-goal	Status
<b>Goal 1: Safely and appropriately prevent families at risk of homelessness from needing shelter.</b>	
<b>Goal 1a. Serve all families at risk of homelessness, not just those in crisis.</b>	
<b>Phase I</b> —In FY 2013, the District transformed the Virginia Williams Family Resource Center (VWFRC) from a crisis-oriented shelter intake facility to a full-service center that helps all families at risk of homelessness address their short- and long-term housing and employment goals.	<b>COMPLETED</b>
<b>Phase II</b> —In FY 2014, the District began screening all TANF customers for housing stability and risk of homelessness.	<b>COMPLETED</b>
<b>Phase III</b> —In FY 2014, the District developed a new homeless prevention program, modeled on New York City’s HomeBase program, and the District is implementing the program in FY 2015 in at least three community-based non-profits that serve extremely low-income families.	<b>SUBSTANTIALLY COMPLETED</b>
<b>Goal 1b. Use emergency housing resources to keep families in their communities and work with families through their TANF plan to help them stay housed.</b>	
All families seeking homeless services are connected to TANF providers, TANF resources, and assisted with finding and extending shared living arrangements in the community as an alternative to shelter.	<b>COMPLETED</b>
<b>Goal 1c. Target prevention programs, such as the District’s Emergency Rental Assistance Program (ERAP), to families at risk of homelessness.</b>	

Goal and Sub-goal	Status
The District now targets the Emergency Rental Assistance Program (ERAP) to help families seeking homeless services either prevent homelessness or become rapidly re-housed, helping at least 700 families in FY 2013 and at least 900 families in FY 2014 avoid homelessness and shelter.	<b>COMPLETED</b>
<b>Goal 1e. Use the TANF Redesign to work with families in a holistic, collaborative way to address barriers to housing and increase housing stability.</b>	
Every family experiencing or at risk of homelessness in the District who comes to Virginia Williams Family Resource Center now has a personalized plan created by a caseworker team to address the family's housing and economic self-sufficiency goals, which is integrated with the TANF plan.	<b>COMPLETED</b>
<b>Goal 2: Shorten the time families stay in shelter by making their time in shelter count.</b>	
<b>Goal 2a. Implement provisional shelter placement while a family completes the full TANF assessment and community resources are fully explored.</b>	
Instead of provisional shelter, the District is implementing an enhanced mediation program at VWFRC to further support families to remain in the community as an alternative to shelter.	<b>CHANGE IN APPROACH</b>
<b>Goal 2b. Use the holistic family-driven TANF model to maintain a sense of urgency and provide the support families need to quickly re-connect to housing.</b>	
In FY 2014, the DC General Family Shelter began using the TANF Plan as the family's shelter exit plan focused on helping families increase their income, increase their ability to afford housing, and exit shelter. In FY 2015, the District is expanding the TANF/Homeless Services Integration to all family shelter programs.	<b>PARTIALLY COMPLETED</b>
<b>Goal 2c. Co-locate sister agency staff at the shelters to provide real-time diagnostic services and direct connection to community-based services, including mental health, substance use, adult education, child care and child support.</b>	
In FY 2013, child care subsidy and child support staff co-located at the VWFRC. In FY 2014, Department of Behavioral Health (DBH) staff co-located at VWFRC. In FY 2014, Child and Family Services Agency (CFSA) co-located CFSA social workers who work with families at DC General.	<b>PARTIALLY COMPLETED</b>
<b>Goal 2d. Use the proven assessment tool, the Service Prioritization Decision Assistance Tool (SPDAT), to determine the appropriate housing program for each family.</b>	

Goal and Sub-goal	Status
<p>In FY 2014, the District adopted the SPDAT functional assessment tool in all family shelters. With the SPDAT, families are now matched with housing resources based on the family’s strengths, resources, and needs. The SPDAT also enables the District to estimate how many families will need what type and level of housing assistance each year. With more than 1,000 SPDAT assessments completed, use of SPDAT in the District shows that of the families in shelter:</p> <ul style="list-style-type: none"> <li>• About 80% need rapid re-housing,</li> <li>• About 10% only need one-time assistance, i.e., security deposit and first month’s rent, and</li> <li>• About 10% need permanent supportive housing.</li> </ul>	<p><b>COMPLETED</b></p>
<p><b>Goal 2e. Increase family resources to exit shelter through strategic use of escrow and financial management education.</b></p>	
<p>In January 2015, the District is launching a new financial management and education curriculum and asset building program in the DC General Family Shelter. On a voluntary basis, families will be able to take advantage of individual development accounts and other guided savings programs, some of which will match customer contributions, after taking financial education classes. Families entering Rapid Re-Housing may continue with the program.</p>	<p><b>SUBSTANTIALLY COMPLETED</b></p>
<p><b>Goal 3: Help Families Exit Shelter More Quickly to Permanent Housing</b></p>	
<p><b>Goal 3a. Shift resources from costly emergency shelter to more cost-effective re-housing and other permanent housing programs.</b></p>	
<p>In FY 2013 and FY 2014, instead of expanding shelter capacity, the District created Rapid Re-Housing, which is short-term housing assistance. By the end of FY 2014 over 700 families had exited shelter (between FY 2013 and FY 2014) to Rapid Re-Housing, and the District increased the number of families receiving Permanent Supportive Housing from about 300 to about 400. Thus, the District was able to increase the number of families assisted in attaining permanent housing without increasing emergency shelter capacity.</p> <p>In FY 2015, the Department of Housing and Community Development (DHCD) is proposing to use \$3 million in HOME funds from the U.S. Department of Housing and Urban Development (HUD) to provide Tenant-Based Rental Assistance (TBRA) to homeless households, through the Department of Human Services as a transition out of shelter units and into housing.</p>	<p><b>PARTIALLY COMPLETED</b></p>
<p><b>Goal 3b. Use innovative approaches, such as on-site housing fairs, to immediately match families with affordable units and accelerate the lease-up process.</b></p>	

Goal and Sub-goal	Status
<p>Through the Mayor’s “500 Families. 100 Days.” initiative, which was launched on April 1, 2014, the District identified over 740 housing units between April 1 and December 1 and increased the rate of family exits from shelter from about 40 families per month to an average of at least 64 per month. Efforts to identify more units and accelerate exits continue.</p>	<p><b>COMPLETED</b></p>
<p><b>Goal 3c. Increase appropriate permanent housing options through implementation of the Mayor’s Comprehensive Housing Task Force recommendations.</b></p>	
<p>On October 8, 2014, Mayor Gray announced that his administration has invested \$1.3 billion to create nearly 6,500 affordable housing units across the District of Columbia – an unprecedented city investment in affordable housing. The effort has employed a wide variety of tools, including the Housing Production Trust Fund, Low-Income Housing Tax Credits, and tax-exempt bonds. The District is on track to exceed Mayor Gray’s ambitious goal, put forward by the Comprehensive Housing Strategy Task Force in 2012, to produce or preserve 10,000 units of affordable housing by the year 2020 (also referred to as 10x20).</p>	<p><b>SUBSTANTIALLY COMPLETED</b></p>
<p><b>Goal 4: Reduce Return to Shelter</b></p>	
<p><b>Goal 4a. Use the family’s TANF plan and the unified approach of the TANF Redesign to support long-term housing stability and independence, regardless of housing option.</b></p>	
<p>In FY 2015, the District is expanding the TANF/Homeless Services Integration to all family shelter programs and the District’s Rapid Re-Housing Program.</p>	<p><b>SUBSTANTIALLY COMPLETED</b></p>
<p><b>Goal 4b. Continue to use a team approach that includes any other agency or service provider the family is working with to collaboratively support the family in achieving its goals.</b></p>	
<p>In FY 2015, the District will complete the family shelter case management model and the Rapid Re-Housing case management model that will include formal protocols to coordinate services and supports for families receiving services from DHS, CFSA, and DBH while they are receiving shelter at any District family shelter program and/or while in the Rapid Re-housing program as needed</p>	<p><b>PARTIALLY COMPLETED</b></p>
<p><b>Goal 4c. Help parents get a job, get a better job, and get a career through TANF, the Department of Employment Services, and other employment resources.</b></p>	
<p>All families applying for homeless services or receiving shelter are given priority to TANF employment resources.</p>	<p><b>SUBSTANTIALLY COMPLETED</b></p>

Goal and Sub-goal	Status
<b>Goal 5: Serve more families within the current capacity and increase shelter availability year-round.</b>	
<b>Goal 5a. Resume shelter placements year-round for families in need for the short time it takes to re-connect them to permanent housing.</b>	
<p>The District has increased investment in family homeless prevention and has increased the rate that families exit shelter. FY 2015 will provide the data to evaluate the timeframe under which shelter capacity will be sufficient, due to increased prevention and shorter stays in shelter, thereby increasing unit availability to allow for year-round access to shelter.</p>	<p><b>PARTIALLY COMPLETED</b></p>
<b>Goal 5b. Reduce the DC General Family Shelter from 271 units to no more than 153 units year-round in FY 2014 and no more than 100 units by the end of FY 2015.</b>	
<p>The goal remains to shift investments from shelter to permanent housing and be able to decrease the overall shelter capacity as a result; however, the 55% increase in shelter placements in FY 2014 from the previous year required the District to reconsider the timeframe for achieving this goal.</p> <p>In October 2014, the District released its plan to close the DC General Family Shelter and replace the 288 unit shelter with a similar number of units provided through smaller, community-based, shelter programs, which have proven to be good neighbors, while providing critical emergency support for families.</p>	<p><b>TIMELINE REVISED</b></p>