



ADMINISTRATION FOR
CHILDREN & FAMILIES

2014 Strategic Plan

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Administration for Children and Families 2014 Strategic Plan

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Introduction

The Administration for Children and Families (ACF) is guided by the vision of “children, youth, families, individuals, and communities who are resilient, safe, healthy, and economically secure.” We seek to advance that vision by providing federal leadership, partnership, and resources for the compassionate and effective delivery of human services. We are responsible for federal stewardship of a set of programs that provide essential services and supports for millions of Americans. And through our grants administration, research, technical assistance, and policy guidance, we seek to support national, state, territorial, tribal, and local efforts to strengthen families and communities and promote opportunity and economic mobility.

In our strategic plan, we describe our goals and strategic initiatives for 2014. The plan does not aim to describe everything that ACF will accomplish in 2014. Much of our daily work involves our responsibilities to ensure that federal funds are spent in compliance with federal law, and that federal grantees meet the terms of their grants. In furtherance of and along with those core responsibilities, we seek to advance a set of key goals:

- Promote economic, health, and social well-being for individuals, families, and communities;
- Promote healthy development and school readiness for children, especially those in low-income families;
- Promote safety and well-being of children, youth, and families;
- Support underserved and underrepresented populations; and
- Upgrade the capacity of ACF to make a difference for families and communities.

While one of our specific goals is to support underserved and underrepresented populations, we view this as a shared responsibility that is cross-cutting, involves linkages and partnerships across ACF offices, and informs all of ACF’s work.

Our strategic plan describes key action steps that we will take place in 2014 in support of our goals. We identify both the initiatives and the offices that will have primary responsibility for advancing these goals. But this is not simply a collection of individual initiatives; it represents a coordinated, shared effort to advance ACF’s goals and vision.

Our efforts directly support the President’s commitment to promote and advance economic mobility and opportunity. A strategy to promote economic mobility and opportunity needs to focus on broadening opportunities across the life cycle ---expanding access to high quality early childhood settings, promoting success in elementary and secondary school, ensuring effective transitions to work and postsecondary education, providing career pathways to labor market progress for adults, and helping families build assets. At the same time, a strategy to improve economic mobility must support labor market participation and



the engagement of parents in the lives of their children, and it must strengthen the communities in which children reside.

Our work to promote the successful integration of refugees, improve outcomes for youth in foster care and those transitioning out of care, increase safety and stability for runaway and homeless youth, prevent human trafficking and support the recovery of trafficking survivors, prevent homelessness and help households and families attain stable housing, and prevent domestic and intimate partner violence all contribute to the efforts to promote mobility and opportunity.

2014 represents the 50th anniversary of the beginning of the War on Poverty. Ultimately, a strategy to advance opportunity must also seek to reduce both the severity and the consequences of sustained persistent poverty. Advances in neuroscience are demonstrating the adverse effects of childhood poverty on the brains of developing children. Research tells us that those who grow up in or near poverty are more likely to be poor adults than any other group, and least likely to reach the middle class.

We are also mindful of the emerging findings relating to the impacts of trauma, adverse childhood experiences, and toxic stress in the lives of children and adults. We are committed to building the research base and drawing from that research to guide policy and practice, with goals of reducing the stressors facing poor and high-risk children and the communities in which they reside, and helping parents and caretakers build skills to strengthen parenting and better manage the stressors they may also face. We recognize that strategies to attain better outcomes for children must be two-generational strategies that address the needs of both children and their parents and caretakers.

Across our efforts, we recognize the crucial role of promoting health and access to health care for children, adults, families, and communities. Accordingly, the successful implementation of the Affordable Care Act, in both expanding enrollment and in broadening access to health screening and services, is fundamental to our work.

This Strategic Plan was developed with broad input across ACF. The prior plan was rolled out in January 2012. In March 2013, ACF senior leadership initiated a process of revising and updating the plan. Every ACF employee had the opportunity to review the draft Strategic Initiatives Plan and provide their feedback. Late in 2013 and early in 2014, ACF offices further reviewed the final version to update and finalize it for issuance.

Within ACF, we will track and measure our progress throughout the year in accomplishing the actions that we describe in our plan. We welcome public comment on our plan and our progress, and on how to improve our effectiveness in advancing our vision and goals.

Mark Greenberg
Acting Assistant Secretary
Administration for Children and Families
Department of Health and Human Services



Vision, Mission, and Values

ACF Vision

Children, youth, families, individuals, and communities who are resilient, safe, healthy, and economically secure.

ACF Mission

To foster health and well-being by providing federal leadership, partnership, and resources for the compassionate and effective delivery of human services.

ACF Values

- Dedication...to promoting hope and opportunity for those in need of human services
- Excellence...in our performance, exemplified by innovations and solutions that are anchored in available evidence, build knowledge, and transcend boundaries
- Professionalism...in the manner in which we provide services, the attitude we bring, the relationships we build, and our commitment to the mission of the Administration for Children and Families
- Integrity...of the Administration for Children and Families as an organization, personified in ethical conduct by each of us
- Stewardship...of the resources entrusted to us by the people of the United States and accountability for and transparency in our actions as public servants
- Respect...for ourselves, for those we serve, with whom we work, and with whom we partner



Goal One: Promote Economic, Health, and Social Well-Being for Individuals, Families, and Communities

1.1 Promote family-sustaining employment for low-income parents and their families

1.1.1 We will encourage state and tribal Temporary Assistance for Needy Families (TANF) programs and state Community Services Block Grant programs to prioritize promising employment and skill-building strategies that are appropriate to the circumstances of parents and the needs of the family, including subsidized employment and summer youth jobs programs. — Office of Family Assistance and Office of Community Services

1.1.2 We will promote partnerships among state, tribal and territorial TANF agencies and ACF grantees to help families achieve economic stability, including drawing from promising models in health and career pathways demonstrations. — Office of Family Assistance

1.1.3 We will actively promote and encourage states, tribes and territories to offer workforce and child support case management services for unemployed non-custodial parents through policy guidance, technical assistance efforts, and initiatives, such as the implementation and rigorous evaluation of the National Child Support Noncustodial Parent Employment Demonstration Program. — Office of Child Support Enforcement

1.1.4 We will collaborate with the Department of Labor in facilitating discussions and relationships among community-based organizations and business communities and industries to support components of human trafficking victim service programs, including information on employment and training services and workforce development efforts. — Immediate Office of the Assistant Secretary

1.2 Promote strong, healthy, and stable families

1.2.1 We will support families through successful implementation of healthy marriage and responsible fatherhood programs that encourage responsible parenting, foster economic stability, promote stable relationships and healthy marriages, and work to create positive child outcomes. — Office of Family Assistance

1.2.2 We will promote integrated fatherhood strategies and services within ACF. — Office of Family Assistance and Office of Child Support Enforcement

1.2.3 We will encourage and provide technical assistance to state, tribal, territorial and local child support programs to conduct outreach and provide child support case management to veterans and military families. — Office of Child Support Enforcement

1.2.4 We will ensure more reliable child support payments by promoting strategies aimed at encouraging alternatives to incarceration for child support nonpayment, modifying orders for incarcerated parents, and



providing employment services for reentering and unemployed parents. — Office of Child Support Enforcement

1.2.5 We will promote the development of healthy relationships among adolescents through prevention, education and promotion of positive social norms in adolescent pregnancy prevention, and runaway and homeless youth and domestic violence prevention and intervention services. — Family and Youth Services Bureau

1.2.6 We will promote access to safe and healthy homes for households with elderly, disabled, or young children by providing Low Income Home Energy Assistance Program outreach, education, and service provision. — Office of Community Services

1.2.7 We will support the economic mobility of families through asset building and financial education. — Office of Community Services

1.2.8 We will enhance oral health initiatives in ACF special populations, including oral health in victims of human trafficking. — Chief Medical Officer

1.2.9 We will enhance health literacy and efforts to improve the health of low-income children and families and special populations, such as survivors of human trafficking. — Chief Medical Officer

1.2.10 We will support interagency efforts to implement the goal of ending family homelessness by 2020. — Immediate Office of the Assistant Secretary

1.3 Increase assets for low-income individuals and families

1.3.1 We will encourage the integration of asset building and financial capability into social services and programs for low-income and vulnerable populations, and we will coordinate with other Federal agencies and non-federal partners in this effort, building on our existing Assets, Savings, Support, Education, and Training (ASSET) Initiative. — Office of Community Services

1.3.2 We will increase grantee capacity for effective administration of the Assets for Independence (AFI) program by providing capacity building, monitoring, and technical support activities to increase participant recruitment and retention and asset purchases by low-income individuals through Individual Development Accounts (IDAs). — Office of Community Services

1.3.3 We will incentivize the development of asset-building programs in unserved states and territories and among special populations, such as Native Americans and refugees. — Office of Community Services, Administration for Native Americans, and Office of Refugee Resettlement

1.3.4 We will build on the success of the Native Hawaiian Revolving Loan Fund in improving the economic and social self-sufficiency of Native Hawaiians by engaging with the Office of Hawaiian Affairs



in coordinated efforts to expand ownership of, employment in, and income from local economic enterprise; to increase capital formation and credit worthiness, and to remain competitive in the consumer loan market. — Administration for Native Americans

1.3.5 We will create a virtual community of practice for Native Asset Building grantees to network and share best practices. — Administration for Native Americans

1.3.6 We will expand outreach and promotion of the FY14 Native Asset Building Initiative Funding Opportunity Announcement. — Administration for Native Americans and Office of Community Services

1.3.7 We will identify possibilities within the Assets for Independence program to provide support for survivors of human trafficking. — Immediate Office of the Assistant Secretary and Office of Community Services

1.4 Help strengthen communities

1.4.1 We will promote quality service delivery of Community Services Block Grant (CSBG) funds and build the capacity of state, tribal, territorial and local Community Action Agencies by creating organizational standards and enhancing the CSBG performance management system. — Office of Community Services

1.5 Leverage the Affordable Care Act (ACA) to improve health care and human services access for vulnerable children and families

1.5.1 We will initiate and complete an overall ACF plan for ACA outreach, education, and preparation for enrollment. — Chief Medical Officer and Office of Regional Operations

1.5.2 We will support access of low-income parents and children to health care coverage through medical child support policies, outreach, and technical assistance efforts, and continue to align medical child support policies with the Affordable Care Act. — Office of Child Support Enforcement

1.5.3 We will promote intimate partner violence healthcare screening and counseling through training and technical assistance and linkages with domestic violence service providers. — Family and Youth Services Bureau

Goal Two: Promote Healthy Development and School Readiness for Children, Especially Those in Low-Income Families

2.1 Promote positive outcomes for children's development and learning across a variety of early childhood settings



2.1.1 We will complete and execute a strategic plan to ensure all children receive all appropriate developmental screenings. — Office of the Deputy Assistant Secretary (DAS) for Early Childhood Development

2.1.2 We will increase the number of states, territories, and tribes with Quality Rating and Improvement Systems (QRIS) that meet high-quality benchmarks for early care and education programs. — Office of Child Care

2.1.3 We will reduce the proportion of Head Start grantees receiving a score in the low range on any of the three domains on the basis of the Classroom Assessment Scoring System by one percentage point by the end of September 2014. — Office of Head Start

2.1.4 We will use Stepping Stones Essentials as the basis for aligning health and safety standards across all early childhood education programs. — Office of the DAS for Early Childhood Development

2.2 Promote high-quality, accountable early care and education programs

2.2.1 We will implement policy reform in Child Care Development Fund through new regulations and data collection. — Office of Child Care

2.2.2 We will assist in the development of content and make revisions to the scope of work leading to completion of the National Academy of Science (NAS) study of the knowledge, skills, and qualifications needed by the early childhood workforce and use the results to drive early childhood workforce policy. — Office of the DAS for Early Childhood Development

2.2.3 We will jointly evaluate the Race to the Top-Early Learning Challenge with Department of Education and disseminate lessons learned and best practices to all states and territories. — Office of the DAS for Early Childhood Development

2.2.4 We will support state, tribal, and program efforts to create better continuity and transitions across early childhood and the early primary grades. — Office of the DAS for Early Childhood Development

2.2.5 We will revise the Head Start Performance Standards, eliminating duplicative or outdated standards without compromising quality. — Office of Head Start

2.2.6 We will improve Head Start Program Board governance through increased accountability measures and oversight of Head Start Programs. — Office of Head Start

2.2.7 We will work in concert with the Department of Education to improve the educational opportunities and outcomes for homeless youth and runaway youth. — Family and Youth Services Bureau

2.3 Facilitate family engagement and strengthen families



2.3.1 We will disseminate and train on the Head Start Parent, Family, and Community Engagement Framework, and provide best practices to grantees. — Office of Head Start

2.3.2 We will implement and evaluate the Tribal Early Learning Initiative. — Office of the DAS for Early Childhood Development

2.3.3 We will apply lessons learned from Race to the Top-Early Learning Challenge state and tribal efforts to strengthen family engagement and inform parents about early childhood program quality to other states, tribes and territories. — Office of the DAS for Early Childhood Development

2.3.4 We will develop a national parenting strategy that recognizes the varying levels of need and interest from parents, including underserved and underrepresented populations. — Office of the DAS for Early Childhood Development and Office of Refugee Resettlement

2.3.5 We will identify models and best practices that improve coordination of parenting time and child support procedures and strengthen family violence safeguards. — Office of Child Support Enforcement

2.3.6 We will explore training opportunities for family service workers in Head Start programs to identify, serve, and provide referrals to victims of human trafficking. — Office of Head Start

2.4 Leverage programs to improve access to comprehensive services

2.4.1 We will increase tribal participation in child and adult care food programs. — Office of Child Care and Administration for Native Americans

2.4.2 We will partner with federal agencies that support community and economic development, environmental protection and native languages in order to leverage existing resources and programs to maximize ACF investment in projects funded by the Administration for Native Americans. — Administration for Native Americans

2.4.3 We will partner with the Center for Medicaid Services to provide information, training and technical assistance to ACF tribal grantees on health care coverage to align with the ACA and Children's Health Insurance Program Reauthorization Act (CHIPRA). — Administration for Native Americans

Goal Three: Promote Safety and Well-being of Children, Youth, and Families

3.1 Promote permanency in families

3.1.1 We will promote the use of evidence-based and trauma-informed practices that effectively address the needs of children and families and encourage achievement of timely permanency for children in the child welfare system. — Administration on Children, Youth and Families

3.1.2 We will improve the Child and Family Services Review monitoring process. — Children's Bureau



3.1.3 We will work with schools of social work and child welfare agencies to support and improve the child welfare workforce. — Children’s Bureau

3.1.4 Based in the central findings of the Indian Child Welfare Act of 1978 (ICWA) we will engage with and provide support to tribes and states in order to facilitate better outcomes for Native American children in terms of safety, permanency, and well-being. — Administration for Native Americans and Children’s Bureau

3.1.5 We will promote the development and evaluation of innovative early intervention, timely permanency and post-permanency supports through a range of grant programs and the implementation of the title IV-E waiver demonstration program. — Children’s Bureau

3.2 Promote successful transition and development of children and adolescents

3.2.1 We will support youth and young adults in foster care in their transition to adulthood through policies and programs that effectively support the development of independence/self-sufficiency, including an emphasis on youth asset building, education and vocational training, and permanent connections with responsible, caring adults. — Administration on Children, Youth and Families and Office of Community Services

3.3 Build community capacity to support safety and well-being

3.3.1 We will require a well-being component in community-based child abuse prevention grants. — Children’s Bureau

3.3.2 We will support research to better understand the intersection of child welfare and child victims of human trafficking and identify pilot interventions for this population. — Children’s Bureau

3.3.3 We will issue guidance to runaway and homeless youth programs and domestic violence programs on child trafficking, including victim identification and service needs. — Family and Youth Services Bureau

3.3.4 We will implement activities with Humanity United in a public-private capacity-building initiative to identify innovative solutions to key gaps in services for victims of human trafficking. — Immediate Office of the Assistant Secretary

3.3.5 We will provide guidance to regional offices on increasing strategic partnerships with state, territorial, tribal, and local governments and nongovernmental stakeholders for coordinated action to strengthen human trafficking victim service systems. — Immediate Office of the Assistant Secretary, Office of Regional Operations

3.3.6 We will establish common standards for ensuring that health and human service providers supported by ACF have the capacity to recognize the impact of domestic violence on the populations they serve; respond effectively and safely link program participants to domestic violence services as appropriate. — Family and Youth Services Bureau



3.3.7 We will work with state child welfare agencies to produce new five-year Child and Family Services Plans (CFSPs) that use data to inform states' strategic program improvements, and we will provide technical assistance based on these assessments. – Children's Bureau

3.3.8 We will develop and fund a new Children's Bureau Training and Technical Assistance structure that strengthens our ability to assess the technical assistance needs of states, tribes and territories in delivering child welfare services and that supports them in meeting program improvement goals. – Children's Bureau

3.3.9 We will engage the Federal Interagency Workgroup on Child Abuse and Neglect to strengthen federal interagency coordination around child maltreatment and identify specific collaborative projects that we can begin over the next year. – Children's Bureau

3.4 Promote resilience and facilitate recovery in children, youth, and communities impacted by disasters

3.4.1 We will develop and implement an ACF Emergency Response and Readiness Force. — Office of Human Services Emergency Preparedness and Response and Office of Regional Operations

3.4.2 We will develop program-specific disaster information collection plans and actions plans for ACF Program Offices. — Office of Human Services Emergency Preparedness and Response

3.4.3 We will develop a Disaster Human Services Toolkit to promote effective planning for human services emergency preparedness, response, and recovery efforts. — Office of Human Services Emergency Preparedness and Response

3.4.4 We will conduct a program improvement process for the Immediate Disaster Case Management Program to include new client forms, reporting tools, and contract improvements. — Office of Human Services Emergency Preparedness and Response

3.5 Promote housing stability and social and emotional well-being for victims of domestic violence and their children, and runaway and homeless youth

3.5.1 We will develop and implement action plans to achieve the federal strategies identified in the Opening Doors and Ending Family Homelessness Reports. – Family and Youth Services Bureau

3.5.2 We will transition administrative data collection for Runaway and Homeless Youth programs from the RHYMIS system to HUD's HMIS reporting system to facilitate more accurate and complete federal counts of homeless youth. – Family and Youth Services Bureau; ACYF Office of Data, Analysis, Research and Evaluation

Goal Four: Support Underserved and Underrepresented Populations



4.1 Strengthen programs targeting underserved and underrepresented populations

4.1.1 We will coordinate and hold a tribal and Native American grantee meeting across ACF programs every 2 years, subject to the availability of funds and in coordination with other program offices to help reduce costs. — Administration for Native Americans

4.1.2 We will provide new and updated online and technological resources to increase the effectiveness of tribes and Native American-eligible populations and service providers including monthly technical assistance webinars that support current grantees to administer successful projects that meet or exceed funded objectives and build the capacity of potential grantees to compete successful for ANA funding. — Administration for Native Americans

4.1.3 We will create a community of native language providers across ACF programs to share resources and successful approaches to revitalizing Native American Languages. The work group will support the goals and purposes of the Memorandum of Understanding between HHS and the Department of Education White House Initiative on Improving American Indian and Alaska Native Education and the Bureau of Indian Education. — Administration for Native Americans

4.1.4 We will fully implement the ACF Native American Affairs Advisory Council to discuss policy and program issues related to White House, HHS, and ACF initiatives across all ACF programs. — Administration for Native Americans

4.1.5 We will establish the Assistant Secretary's Tribal Advisory Committee to serve as an external committee to assist with priorities, outreach, and communication to establish better and stronger relationships with tribal communities. — Administration for Native Americans

4.1.6 We will establish and implement a tribal/state policy in the regions to foster better relationships and better social service program delivery. — Administration for Native Americans

4.1.7 We will increase staff capacity and knowledge by providing no less than annually a cultural learning opportunity for staff who work with tribes and Native American populations. — Administration for Native Americans

4.1.8 We will provide new and updated online and technological resources that will be helpful to refugees and other Office of Refugee Resettlement (ORR) eligible populations and service providers. — Office of Refugee Resettlement

4.1.9 We will provide targeted support for refugee women and families by building upon their strengths and linking them with equal opportunities to training, employment, and other critical resources that enable a long-term successful integration into U.S. society. — Office of Refugee Resettlement

4.1.10 We will promote the health and well-being of refugees and other ORR-eligible populations through purposeful collaboration and initiatives that aim to reduce disparities and increase access to culturally sensitive services. — Office of Refugee Resettlement



4.1.11 We will further engage TANF offices nationwide in order to facilitate the coordination of benefits for refugees and other TANF-eligible ORR populations. — Office of Refugee Resettlement and Office of Family Assistance

4.1.12 We will implement the objectives laid out for ACF in the Federal Strategic Action Plan on Services for Victims of Human Trafficking in the United States in alignment with the timetable set by the Plan. — Immediate Office of the Assistant Secretary and Office of Regional Operations

4.1.13 We will establish an office/coordinating body to oversee communication, collaboration, and coordination of anti-trafficking related initiatives within ACF and between ACF and other elements of the Department, other federal agencies, and non-government stakeholders. — Immediate Office of the Assistant Secretary

4.1.14 We will coordinate with the Department of Justice on federal funding for services to victims of human trafficking across multiple service systems, including youth-oriented, domestic violence, interpersonal violence, and human trafficking specific programs. — Immediate Office of the Assistant Secretary and Family and Youth Services Bureau

4.1.15 We will provide guidance on safe and ethical anti-trafficking victim outreach practices in coordination with federal partners. — Immediate Office of the Assistant Secretary

4.1.16 We will approve title IV-E plans for additional tribes to directly operate the title IV-E foster care, adoption assistance and kinship guardianship programs and will award up to five additional title IV-E plan development grants and continue to support additional tribes in their ongoing work toward developing an approvable title IV-E plan. — Children's Bureau

4.1.17 We will work with tribes to increase their capacity to promote child safety, permanency and well-being. — Children's Bureau

4.2 Conduct outreach to stakeholders and providers

4.2.1 We will improve engagement and outreach to underrepresented and underserved populations, such as Hispanic, American Indian/Alaska Native, African American, and Asian American/Pacific Islander communities, Lesbian/Gay/Bisexual/Transgender (LGBT), refugees, survivors of human trafficking, individuals with disabilities, territories, and others across ACF programs. — Immediate Office of the Assistant Secretary

4.2.2 We will better connect ORR-eligible populations with mainstream resources and mitigate barriers to successful, long-term U.S. integration by increasing outreach and collaboration with internal/external partners, leveraging existing resources, and further developing ORR's internal capacity through information sharing. — Office of Refugee Resettlement

4.2.3 We will develop strategies to increase representation of diverse perspectives on grant review panels, and track our progress in increasing diversity among grant review panels. — Office of Administration and ACF Grant-Making Offices



4.2.4 We will develop strategies to assist program offices in their efforts to include underrepresented and underserved populations in upcoming funding opportunity announcements and encourage non-traditional applicants for grants. — Office of Administration and ACF Grant-Making Offices

4.2.5 We will strengthen technical assistance to tribal governments and organizations in the Community Services Block Grant through consultation with tribal representatives and development of technical assistance guidance specifically targeted to tribal anti-poverty and program accountability efforts. — Office of Community Services and Administration for Native Americans

4.2.6 We will determine possibilities of partnering with social work schools, counseling schools, and related professional associations to increase training for health professionals on meeting the needs of human trafficking victims. — Immediate Office of the Assistant Secretary and Office of Regional Operations

4.2.7 We will explore the creation of a public platform to receive ongoing feedback on the quality of services accessed by survivors of human trafficking, including gaps in services and challenges to service delivery. — Immediate Office of the Assistant Secretary

4.2.8 We will coordinate with interested federal partners to strengthen engagement and awareness of human trafficking among youth through integration of youth-informed and youth-friendly prevention and intervention messages. — Immediate Office of the Assistant Secretary

Goal Five: Upgrade the Capacity of the Administration for Children and Families to Make a Difference for Families and Communities

5.1 Enhance management of Administration for Children and Families' human capital

5.1.1 We will enhance the organizational culture and strengthen ACF workforce through effective agency-specific orientation, training, development, and communication. — Office of Administration

5.1.2 We will ensure all mandatory professional development and training programs for ACF employees at all levels of the organization are available in a timely fashion and will also provide or develop other skill-based and management training programs for ACF employees at all levels of the organization. — Office of Administration

5.1.3 We will enhance the cultural competence of ACF employees through training and special events. — Office of Administration

5.1.4 We will promote a culture that values fairness, diversity and inclusion in the ACF workforce. — Office of Administration



5.1.5 We will develop an effective program of workforce management for ACF, including position management, succession planning and knowledge transfer plans. — Office of Administration

5.1.6 We will increase employee engagement through the strengthening of work-life programs, including the broadening of an agency-wide mentoring program and increased collaboration between work life programs and the Chief Medical Officer. — Office of Administration

5.1.7 We will communicate methods and uniform criteria for recruiting, processing, and managing volunteer interns and fellows. — Office of Administration

5.1.8 We will establish an ACF Staff Wellness Team to enhance personal and professional productivity at ACF through increased self-awareness, improved fitness and eating habits, and continued wellness-skills development. — Chief Medical Officer

5.1.9 We will determine the appropriate personnel, grantees, and subcontractors who should receive training on human trafficking and develop content and standards for that training. — Immediate Office of the Assistant Secretary

5.2 To enhance and streamline administrative management processes

5.2.1 We will provide support to ACF programs for improved acquisition management. — Office of Administration

5.2.2 We will promote efficiencies in conference spending and reporting, in accordance with Office of Management and Budget and Departmental requirements. — Office of Administration

5.2.3 We will establish an efficient and effective system where an applicant's single audit history is considered during grant funding decision-making. — Office of Administration

5.2.4 We will provide training and technical assistance among stakeholders that strengthen program integrity. — Office of Administration

5.2.5 We will identify and implement opportunities for partnership and coordination across ACF in the development of funding opportunity announcements (FOAs). — Office of Administration

5.2.6 We will streamline and establish consistent, fair, accountable policies and procedures for competitive grant making. — Office of Administration

5.2.7 We will provide reliable and user-friendly grant-management procedures to support program staff, grantees, and stakeholders. — Office of Administration

5.2.8 We will assess the impact, benefit, and affect ACF funding has on Native American communities, and ensure their access to the agency's programs and benefits. — Administration for Native Americans



5.2.9 We will work with the Native American Affairs Advisory Council to use data more efficiently to inform decision making, educate stakeholders, increase the impact of ACF communications, and facilitate stronger partnerships to effectively address the demonstrated needs of Native American children, families, and communities. — Administration for Native Americans

5.3 Enhance technological support of Administration for Children and Families and its partners

5.3.1 We will improve and strengthen system governance for IT services and the Office of Information Services. — Office of Administration

5.3.2 We will complete the IT-PIV-Laptop Conversion and ensure central laptop management, security, and conference support. — Office of Administration

5.3.3 We will develop National Services Interoperability Architecture. — Immediate Office of the Assistant Secretary

5.3.4 We will establish and provide leadership for the Human Services Domain for National Information Exchange Model (NIEM). — Immediate Office of the Assistant Secretary

5.3.5 We will continue to provide outreach, training, and technical assistance to tribes for the successful implementation of the Model Tribal System (MTS) for child support case processing. — Office of Child Support Enforcement

5.3.6 We will expand the use of the Child Support Services web-based portal to facilitate the safe exchange of information between the child support program and state agencies, employers, and other stakeholders and encourage state system modernization efforts to better serve children and families. — Office of Child Support Enforcement

5.3.7 We will perform an environmental scan identifying innovative efforts to link Statewide Automated Child Welfare Information Systems (SACWIS) with Medicaid and other administrative data systems at the national, state, and local levels. An internal memo will be produced to inform any future outreach efforts and funding decisions to promote such linkages in support of improved monitoring, evaluation, and service delivery. — ACYF Office of Data Analysis, Research and Evaluation

5.4 Promote regulatory, administrative, and programmatic transparency

5.4.1 We will develop a proposed rule related to the care of Unaccompanied Alien Children. — Office of Refugee Resettlement

5.4.2 We will promulgate the proposed rule on performance standards for Runaway and Homeless Youth programs. — Administration on Children, Youth and Families



5.4.3 Once the final rule on Flexibility, Efficiency, and Modernization in Child Support Enforcement Programs is published, we will provide outreach and technical assistance to states and tribes to assist them with policy implementation. — Office of Child Support Enforcement

5.4.4 We will redesign and update the Office of Child Support Enforcement (OCSE) annual report to make it more readable and useful for members of Congress and facilitate better communication with child support stakeholders in order to more effectively tell the story of how the child support program can lead to stronger families and stronger, more capable children. — Office of Child Support Enforcement

5.4.5 We will fully implement the strategic revamping of the OCSE discretionary grant process to focus on the development of research-supported promising practices and policy enhancement. — Office of Child Support Enforcement

5.5 Build ACF capacity by promoting quality and progress in ongoing research and evaluation projects, launching new projects developed in collaboration with programs, and completing reports

5.5.1 We will build knowledge of effective approaches for promoting economic, health, and social well-being for individuals, families, and communities (Goal One) by initiating the Employment and Training Evidence Review and the Job Search Assistance Evaluation. — Office of Planning, Research and Evaluation

5.5.2 We will build knowledge of effective approaches for promoting healthy development and school readiness for children in low-income families and other special populations (Goal Two) by evaluating the Head Start Designation Renewal System and publishing findings of the National Survey of Early Care and Education. — Office of Planning, Research and Evaluation

5.5.3 We will build knowledge of effective approaches for promoting the safety and well-being of children, youth, and families (Goal Three) by publishing findings from the National Survey of Child and Adolescent Well-Being and ensuring comprehensive evaluation of the Maternal, Infant, and Early Childhood Home Visiting Program. — Office of Planning, Research and Evaluation

5.5.4 We will build knowledge of effective approaches for addressing the needs, strengths, and abilities of vulnerable and underserved populations (Goal Four) by launching the Center for Research on Hispanic Children and Families; identifying data gaps related to the human service needs of low-income and at-risk lesbian, gay, bisexual, and transgender populations; and publishing findings of the Tribal TANF Study and publishing papers of the Hispanic Research Work Group. — Office of Planning, Research and Evaluation

5.6 Enhance Management of Key External Affairs Activities

Community Outreach

5.6.1 We will provide communication and outreach support to the Chief Medical Officer to build participation in the ACA Marketplace and awareness of ACA initiatives among ACF constituents. — Office of Public Affairs and Office of Regional Operations



5.6.2 We will build effective relationships with private philanthropies to better support ACF strategic initiatives. — Office of Regional Operations

5.6.3 We will build effective relationships with universities and think tanks to encourage thought-leader partnerships in our program work and to better equip them to discuss our activities and initiatives. — Office of Public Affairs

5.6.4 We will promote the ACF website to all stakeholder and public audiences to allow for greater access to information about ACF programs. — Office of Public Affairs

5.6.5 We will strengthen dissemination and use of research and evaluation to inform policy and programmatic decision-making through increasing subscriber base for the Office of Planning, Research and Evaluation (OPRE) newsletter and launching OPRE social media activities. — Office of Planning, Research and Evaluation

5.6.6 We will develop and promote consolidated websites to support various populations – Tribal/Hispanic/LGBTQ/Refugees/Human Trafficking (a one-stop shop). — Office of Public Affairs

Digital Media

5.6.7 We will secure long-term technical support for future website enhancements and maintenance. — Office of Public Affairs

5.6.8 We will expand the ACF brand and improve usability and overall user experience with ACF digital media. — Office of Public Affairs

5.6.9 We will improve 508 compliance and increase Accenture compliance scores. — Office of Public Affairs

5.6.10 We will enhance content quality across the ACF website and social media. — Office of Public Affairs

Freedom of Information Act (FOIA)

5.6.11 We will develop a customer-friendly online Reading Room with highly requested ACF documents. — Office of Public Affairs

5.6.12 We will improve FOIA processing time and efficiency. — Office of Public Affairs

News Division

5.6.13 We will achieve more regular and comprehensive coverage of ACF and its programs in the media. — Office of Public Affairs



5.6.14 We will expand news gathering and media outreach capacity to include regional office communicators. — Office of Public Affairs

Printing, Publications and Photography

5.6.15 We will improve ACF's printing clearance processes to be more efficient and better support the Department's mission. — Office of Public Affairs

5.6.16 We will continue to build a strong collection of photos (with appropriate photo releases) for use by other program offices and on the web, in social media, and in publications. — Office of Public Affairs

5.6.17 We will improve our ability to produce and provide support for the production of quality visual documents, including newsletters, flyers, and other ACF documents. — Office of Public Affairs

Regional Operations

5.6.18 We will conduct a thorough assessment of regional offices' needs from central office and develop a plan to meet them. — Office of Regional Operations

5.6.19 We will build communication capacity in regional offices to more effectively carry out external affairs in each region. — Office of Regional Operations

5.6.20 We will build capacity of the Office of Regional Operations to provide more effective communication and ACF-wide coordination on high-priority, cross-program strategic initiatives. — Office of Regional Operations