



ADMINISTRATION FOR
CHILDREN & FAMILIES

2015-2016 Strategic Plan

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Administration for Children and Families 2015-2016 Strategic Plan

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Administration for Children and Families 2015-2016 Strategic Plan

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 2015-2016. The plan does not aim to describe everything that ACF will accomplish in this period. 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 efforts support the President’s commitment to promote and advance economic mobility and opportunity. A strategy to promote economic mobility and opportunity needs to broaden 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. Our work to promote integrated and comprehensive early childhood programs and supports, to strengthen attention to pathways to better jobs and to address financial capability and asset-building across ACF all support these efforts.

At the same time, a strategy to improve economic mobility must support labor market participation and the engagement of both 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



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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 represented the 50th anniversary of the beginning of the War on Poverty, and throughout the year, we sought to look backwards and forward in identifying the most important strategies for addressing poverty in the 21st Century. We'll continue that process this year. 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. We are 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, whole family strategies that address the needs of both children and their parents and caretakers. It is fundamental that to get better outcomes for children, we need to also work with their parents, and that any strategy for effectively working with adults must recognize their needs and responsibilities as parents.

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, as are the new opportunities to promote integrated health and human services eligibility systems and programs.

Congress passed significant legislation in 2014 that will shape our work in 2015 and 2016 – including the reauthorization of the Child Care and Development Block Grant, and the enactment of the Preventing Sex Trafficking and Strengthening Families Act and the Workforce Innovation and Opportunity Act. These new laws create important new opportunities to address health, safety and quality in child care; broaden the responsibilities of child welfare agencies in addressing sex trafficking and promoting better outcomes for young people in foster care; and build linkages between human services and workforce agencies in a stronger workforce system. We look forward to our work in advancing these goals.

Within ACF, we will continue to track and measure our progress 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



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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 (CSBG) programs to prioritize promising, job-driven employment and skill-building strategies that are appropriate to the circumstances of low-income parents and the needs of families, including subsidized employment and summer youth jobs programs. — ***Office of Family Assistance and Office of Community Services***

1.1.2 We will promote efforts to increase family economic security and stability by supporting our state, tribal, and community grantee partners in designing and implementing programs that focus simultaneously on parental employment and child and family well-being, 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 establish partnerships that offer workforce and child support case management services for unemployed noncustodial 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 promote improved employment outcomes for low-income families by collaborating with the Departments of Labor and Education on guidance and technical assistance regarding the Workforce Innovation and Opportunity Act (WIOA), as well as on efforts to encourage the active engagement of human services agencies in WIOA implementation to help ensure that TANF and CSBG participants and other individuals with significant employment barriers are well served in the one-stop system. — ***Office of Family Assistance, Office of Community Services, and Office of Child Support Enforcement***

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, take into consideration trauma-informed care, and work to create positive child outcomes. — ***Office of Family Assistance***

1.2.2 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***

1.2.3 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***



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1.2.4 We will promote the development of healthy relationships among adolescents and families through prevention, education and promotion of positive social norms in adolescent pregnancy prevention, runaway and homeless youth, domestic violence, healthy marriage and fatherhood, and human trafficking prevention and intervention services. — **Family and Youth Services Bureau, Office of Family Assistance, Immediate Office of the Assistant Secretary, and Office of Regional Operations**

1.2.5 We will provide technical assistance to states in order to improve performance on measures related to decreasing the home energy burden of low-income households. — **Office of Community Services**

1.2.6 We will identify opportunities to collaborate and coordinate with federal partners and national healthcare professional associations to enhance responses to the health care needs of ACF special populations, including victims of human trafficking and refugee/resettlement populations, among others. — **Immediate Office of the Assistant Secretary**

1.2.7 We will support interagency efforts to implement the goal of ending family and youth homelessness by 2020. — **Immediate Office of the Assistant Secretary and Family and Youth Services Bureau**

1.2.8 We will promote collaboration on two-generation approaches among state and tribal human service agencies, workforce agencies, educational institutions, and local organizations that achieve positive outcomes for both parents and their children. — **Office of Family Assistance, Office of Community Services, Office of Head Start, Office of Child Care, and Office of Child Support Enforcement**

1.3 Promote asset building and financial capability for low-income individuals and families

1.3.1 We will encourage the integration of asset building and financial capability strategies 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. Financial capability is the capacity, based on knowledge, skills, and access, to manage financial resources effectively. — **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 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 underserved states and territories and among special populations, such as Native Americans, refugees, and survivors of human trafficking. — **Office of Community Services, Administration for Native Americans, and Office of Refugee Resettlement**

1.3.4 We will create a community of practice for Native Asset Building Initiative grantees to network and share best practices. — **Administration for Native Americans and Office of Community Services**

1.3.5 We will continue outreach and promotion of ANA Funding Opportunity Announcements that support asset building. — **Administration for Native Americans 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 implementing a CSBG performance management framework, including organizational standards for eligible entities, State and Federal accountability measures, and new and enhanced outcomes measures (i.e., CSBG National Performance Indicators). — **Office of Community Services**

1.4.2. We will support the White House Task Force on New Americans and Federal interagency efforts to create welcoming communities by developing and promoting collaborative initiatives that facilitate the economic, linguistic, civic, and community integration of foreign-born and newly arriving populations—such as refugees/asylees/resettlement populations and other immigrants, including those with limited English proficiency (LEP). —**Immediate Office of the Assistant Secretary, Office of Refugee Resettlement, and Office of Regional Operations**

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 facilitate targeted outreach to ensure that all ACF constituencies have access to information about health insurance enrollment through the ACA Marketplace. —**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. We will also 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**

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

1.5.5 We will continue to partner with the Centers for Medicaid and Medicare Services, states, and other stakeholders to ensure that eligible refugees and resettlement populations are able to access Medicaid and other health insurance options available under the ACA. — **Office of Refugee Resettlement**

1.5.6 We will partner with the Center for Medicaid Services to implement ACA provisions that allow young adults who age out of foster care to access Medicaid up to age 26. — **Children's Bureau**

1.5.7 We will leverage the Affordable Care Act to improve health care and human services access for vulnerable children, including runaway and homeless youth, youth aging out of foster care, and families effected by domestic violence. — **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 – including those from underserved/underrepresented populations and with varying cultural, linguistic, and other special needs -- 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 2015. — ***Office of Head Start***

2.1.4 We will use Caring for Our Children Basics as the basis for aligning health and safety standards across all early childhood education programs. — ***Office of the DAS for Early Childhood Development***

2.1.5 We will promote better policies and practices with regard to the social-emotional and behavioral development of children, including reducing preschool expulsion, promoting universal developmental screenings, strengthening family-program relationships, and implementing mental health consultations. — ***Office of the DAS for Early Childhood Development***

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

2.2.1 We will implement the reauthorization of the Child Care and Development Block Grant through proposed regulations and extensive guidance, with a particular focus on improving care for infants and toddlers. — ***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 that consider underserved/underrepresented populations with varying cultural, linguistic, and other special



needs across early childhood and the early primary grades. — **Office of the DAS for Early Childhood Development**

2.2.5 We will finalize the revised Head Start Performance Standards to reflect research and best practice, improve classroom practices and allow programs to focus on high quality service delivery through the elimination of duplicative or outdated standards, and improving regularity, clarity, and transparency. — **Office of Head Start**

2.2.6 We will implement improved accountability measures and oversight of Head Start Program Board governance through the on-site monitoring process and technical assistance. — **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**

2.2.8 We will ensure that the Early Head Start - Child Care Partnership grantees get off to a good start, that they realize the plans outlined in their applications, and that ACF captures the lessons learned and leverages opportunities for expansion at state and local levels. — **Office of the DAS for Early Childhood Development**

2.2.9 We will create an integrated early childhood technical assistance system that supports one vision for high quality, comprehensive early childhood programs and considers varying cultural and linguistic, or other special needs. — **Office of the DAS for Early Childhood Development**

2.3 Facilitate family engagement and strengthen families

2.3.1 We will provide training and technical assistance that supports Head Start and other early childhood programs in implementing culturally and linguistically responsive parent, family and community engagement practices that are research-based, aligned with the Parent, Family, and Community Engagement Framework, and supportive of family progress. — **Office of Head Start**

2.3.2 We will implement and evaluate the Tribal Early Learning Initiative, targeted to support tribes' efforts to effectively coordinate and leverage Child Care Development Fund, Early Head Start-Head Start, and Tribal Maternal, Infant, and Early Childhood Home Visiting program funding. — **Office of the DAS for Early Childhood Development**

2.3.3 We will develop a national parenting strategy that addresses the varying levels of interest and cultural, linguistic, or other special needs among parents, including underserved and underrepresented populations. — **Office of the DAS for Early Childhood Development and Office of Refugee Resettlement**

2.3.4 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**

2.3.5 We will explore possibilities to train parents to identify potential situations of human trafficking and to train specialized foster parents to care for survivors of human trafficking. — **Immediate Office of the Assistant Secretary and Children's Bureau**



2.4 Leverage programs to improve access to comprehensive services

2.4.1 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's investment in projects funded by the Administration for Native Americans. These partnerships will expand ANA's reach into communities and make other federal resources more accessible to ANA grantees. — ***Administration for Native Americans***

2.4.2 We will work with federal partners to conduct an updated inventory of benefits and services available to victims of human trafficking, assess barriers to accessing comprehensive services, and inform a cohesive national victim service delivery mechanism. — ***Immediate Office of the Assistant Secretary***

2.4.3 We will lead efforts to leverage existing resources, partnerships, and programs to improve access to comprehensive services for foreign-born, newly arriving populations, including those with limited English proficiency (LEP). — ***Immediate Office of the Assistant Secretary, Office of Refugee Resettlement, and Office of Regional Operations***

2.4.4 We will collaborate with federal partners to actively encourage states, tribes, and territories to promote interoperability, and improve access to integrated health care and human services. — ***Immediate Office of the Assistant Secretary***



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 implement a new round of Child and Family Services Reviews. — **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 We will promote better outcomes for Native American children in terms of safety, permanency, and well-being. ANA and CB will work with the Bureau of Indian Affairs (BIA) to facilitate compliance with the statutory requirements of the Indian Child Welfare Act (ICWA) and increase Indian tribes' receipt of information regarding BIA efforts surrounding ICWA implementation and development of new guidelines or regulations. — **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**

3.1.6 We will help states implement the Preventing Sex Trafficking and Strengthening Families Act in a manner that improves outcomes for children in foster care. — **Children's Bureau**

3.1.7 We will finalize the regulatory changes to modernize the Adoption and Foster Care Analysis and Reporting System and state child welfare information systems. — **Children's Bureau**

3.1.8 We will educate providers, the advocacy community, and legislators about our 2016 budget proposals. — **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 technical assistance to state and tribal agencies and courts, and through policies, and programs that effectively address varying cultural/linguistic and other special needs, and the development of independence/self-sufficiency, including an emphasis on building financial capability, 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**



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3.3.3 We will identify opportunities to leverage the strengths of regional offices to increase 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***

3.3.4 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, consider varying cultural/linguistic and other special needs, and respond effectively and safely link program participants to domestic violence services as appropriate. — ***Family and Youth Services Bureau***

3.3.5 We will implement 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***

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

3.4.1 We will strengthen the ACF Emergency Response and Readiness Force (ERRF) by enhancing the deployable surge capacity of ERRF to deliver human services subject matter expertise and technical assistance. — ***Office of Human Services Emergency Preparedness and Response and Office of Regional Operations***

3.4.2 We will collaborate with ACF program offices to develop and strengthen program-specific disaster information collection plans and action plans, and strategically leverage ACF programs in disasters and public health emergencies. — ***Office of Human Services Emergency Preparedness and Response***

3.4.3 We will produce resources, tools, and guidance that 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 engage in ongoing program improvement processes for the Immediate Disaster Case Management program that include the development of an electronic case record system, refinement of client forms and reporting tools, and strengthening of deployable surge capacity. — ***Office of Human Services Emergency Preparedness and Response***

3.4.5 We will promote state, tribal, territorial, and local government efforts to establish Children and Youth Task Forces to address the needs of children, youth, and families in disasters. — ***Office of Human Services Emergency Preparedness and Response and Office of Regional Operations***

3.4.6 We will support the completion of Social Services Block Grant Hurricane Sandy Supplemental grant projects and provide oversight to assure that services and activities are consistent with high priority needs identified in state plans. — ***Office of Community Services***



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

3.5.1 We will transition administrative data collection for Runaway and Homeless Youth programs from the Runaway and Homeless Youth Management Information System (RHYMIS) to HUD's Homeless Management Information System (HMIS) to facilitate more accurate and complete federal counts of homeless youth. — ***Family and Youth Services Bureau and Administration for Children Youth and Families***

3.5.2 We will work with the Department of Justice and other interested Federal partners to strengthen and evaluate housing options for victims of human trafficking. — ***Immediate Office of the Assistant Secretary***



Goal Four: Support Underserved and Underrepresented Populations

4.1 Strengthen programs targeting underserved and underrepresented populations

4.1.1 ANA will deliver high quality training and networking opportunities that strengthen tribal and Native American grantee abilities to successfully implement ACF programs and grants. — **Administration for Native Americans**

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

4.1.3 We will promote and facilitate a community of native language providers across ACF programs to share resources and successful approaches to revitalizing Native American languages. This work group will support the goals and objectives of the Memorandum of Understanding between the Department of Health and Human Services, the Department of Education, the 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 the White House, the Department of Health and Human Services, and ACF initiatives across all ACF programs. — **Administration for Native Americans**

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

4.1.6 We will promote and facilitate improved tribal/state relations and policy at the regional and state levels to foster improved outcomes for Native American children, families, and communities. — **Administration for Native Americans**

4.1.7 We will take the lead in coordinating learning opportunities for staff who work with tribes and Native American populations, in order to implement the requirement in the ACF Tribal Consultation Policy that ACF ensures that all personnel working with Indian tribes receive appropriate training on consultation, the Tribal Consultation Policy, and working with tribal governments (section 10.C). — **Administration for Native Americans**

4.1.8 We will provide new and updated online technological resources for resettlement populations, providers, and mainstream partners, as well as targeted technical assistance to help providers build on the strengths of refugees, asylees, and resettlement populations and link them with equal opportunities to training, employment, and other critical resources necessary for successful integration into U.S. society. — **Office of Refugee Resettlement**



4.1.9 We will implement the Refugee AmeriCorps program in partnership with the refugee resettlement network and the Corporation for National and Community Services (CNCS), and explore opportunities to expand the program through additional collaboration to support refugee integration. — **Office of Refugee Resettlement**

4.1.10 We will complete and continue to update a policy guide on unaccompanied children (UC) to educate staff, facility workers, advocates, Congress, the press and other stakeholders, continue to develop policies, trainings, and monitoring that address all areas of the UC program; and work closely with internal and external Federal agencies as relevant. — **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 to oversee communication, collaboration, and coordination of anti-trafficking related initiatives within ACF and between ACF and other elements of the Department of Health and Human Services, 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 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**

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

4.1.17 We will increase the capacity for Community-Based Child Abuse Prevention grants to provide resources, services, and outreach to foreign-born and newly arriving populations such as refugees, asylees, and other immigrants, including those with limited English proficiency (LEP), and provide culturally and linguistically sensitive services. — **Children's Bureau**

4.2 Conduct outreach to stakeholders, providers, and shared services agencies, and promote cross-collaboration opportunities to better support underserved and underrepresented populations

4.2.1 We will improve engagement and collaborative outreach to underrepresented and underserved populations, such as Hispanic, American Indian and Alaska Native, African American, and Asian



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American/Pacific Islander communities, lesbian, gay, bisexual, and transgender (LGBT), foreign-born and newly arriving populations such as refugees and asylees and other immigrants, including those with limited English proficiency (LEP), survivors of human trafficking, individuals with disabilities, residents of territories, and others across ACF programs. — ***Immediate Office of the Assistant Secretary***

4.2.2 We will promote the health and well-being and integration of refugees, asylees and other resettlement populations by supporting national, regional, state, and local collaboration, broader community engagement, and targeted outreach and partnership initiatives aiming to reduce disparities, increase access to culturally and linguistically sensitive services, and increase linkages with mainstream resources. — ***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. ANA will reach out to OCS about providing assistance in their communication and consultation efforts, and will help to promote their consultation and provide input to technical assistance guidance. — ***Office of Community Services and Administration for Native Americans***

4.2.6 We will strengthen technical assistance, outreach, and partnership efforts to advance refugee and immigrant integration, such as increasing linkages between the Community Services Block Grant and refugee resettlement networks. — ***Office of Community Services and Office of Refugee Resettlement***

4.2.7 We will partner 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***

4.2.8 We will establish 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***

4.2.9 We will coordinate with interested federal partners to strengthen engagement and awareness of human trafficking among youth through the 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 cultural competence of ACF employees, and we will strengthen the 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 recruit, retain, and develop a diverse, high-performing federal workforce that draws from all segments of society and values fairness, diversity, and inclusion. — **Office of Administration**

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

5.1.5 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 ACF Staff Wellness Team. — **Office of Administration**

5.1.6 We will assist ACF in achieving the President's hiring reform initiative to reduce the time to hire, which is 80 Days from the time the vacancy is approved to the point the selected candidate has a firm onboard date, by no later than September 30, 2015. — **Office of Administration**

5.1.7 We will enhance personal and professional productivity at ACF through ACF Staff Wellness Team events aimed at increasing self-awareness, improving fitness and eating habits, and continuing wellness-skills development. — **Office of Administration**

5.1.8 We will expand the SOAR (Stop, Observe, Ask, and Respond to Human Trafficking) to Health and Wellness training content on human trafficking to reach more health and human service professionals, including appropriate personnel, grantees, and subcontractors. — **Immediate Office of the Assistant Secretary**

5.1.9 We will maintain an electronic ACF employee suggestion box where staff can anonymously make suggestions to ACF management. We will review all suggestions, take appropriate responsive actions, and communicate actions to employees. — **Immediate Office of the Assistant Secretary**

5.1.10 The Office of Administration and the Office of Workforce Planning and Development will assist ACF Program Offices in improving their Employee Viewpoint Scores by, identifying more opportunities for employee advancement; providing leadership and supervisory support; providing more opportunities for details/cross training, recognizing employee achievements; providing training/mentorship to new supervisors, and doing a better job of listening and addressing employees' concerns/problems. — **Office of Administration**



5.2 To enhance and streamline administrative management processes

5.2.1 We will provide training to ACF programs and lead efforts to improve acquisition management in a way that improves outcomes and cost effectiveness. — **Office of Administration**

5.2.2 We will ensure that ACF's central headquarters is moved to the Switzer building in a timely fashion and that all systems are operational upon arrival. — **Office of Administration**

5.2.3 We will establish an efficient and effective system in which 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 collaborate with program offices to draft and refine the criteria used to evaluate and score applicants. We will also 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 effect ACF funding has on Native American communities based on the inherent historical and contemporary knowledge and wisdom of Native American communities, and ensure full access to the agency's programs and benefits. — **Administration for Native Americans**

5.2.9 We will assess the impact, benefit, and effect ACF funding has on specific populations, particularly underserved and underrepresented communities, and ensure their access to the agency's programs and benefits. — **Immediate Office of the Assistant Secretary**

5.2.10 We will work with the Native American Affairs Advisory Council to develop a data framework through which to collect, use, and share 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**

5.2.11 We will convene regular meetings of an ACF Deputies' Group focusing on professional development for ACF's Deputies, creating and implementing transition plans for 2017, developing standard operating procedures across ACF, working with the Office of Workforce Planning and Development to implement a human capital strategy, and improving coordination between central and regional offices, among other goals. — **Immediate Office of the Assistant Secretary and Office of Administration**



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, including ensuring current Authorities to Operate for all ACF's Federal Information Security Management Act-qualified systems. — ***Office of Administration***

5.3.2 We will continue to develop a National Services Interoperability Architecture. — ***Immediate Office of the Assistant Secretary***

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

5.3.4 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***

5.3.5 We will expand the use of the Child Support 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***

5.3.6 We will complete an environmental scan of select national, state, and local integrated data systems and related support efforts linking child welfare with Medicaid and other administrative data systems. An internal memo will be produced to inform future outreach efforts and funding decisions to promote the development and use of such data systems to improve monitoring and evaluation. — ***Administration for Children, Youth, and Families***

5.4 Promote regulatory, administrative, and programmatic transparency

5.4.1 We will develop a proposed rule implementing the Flores settlement agreement and provisions of the Trafficking Victim Protection Reauthorization Act (TVPRA) of 2008. — ***Office of Refugee Resettlement***

5.4.2. We will fully implement the Interim Final Rule (IFR) on preventing sexual abuse in ORR unaccompanied children (UC) facilities, provide ongoing trainings, develop policies and forms to further clarify the IFR guidelines and improve compliance throughout the network of UC facilities, ensure regular monitoring for compliance and arrange for audits, and accept public comments in order to draft and publish the final rule by 2016. — ***Office of Refugee Resettlement***

5.4.3. We will revise the Unaccompanied Refugee Minor regulations and adjust program services and models to meet the needs of new populations, better address their varying needs, and more effectively utilize program resources. — ***Office of Refugee Resettlement***

5.4.4 We will update the refugee regulations to address changes in program operations and changes in the law, such as the passage of the Affordable Care Act. — ***Office of Refugee Resettlement***



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5.4.5 We will promulgate final rules for performance standards for Runaway and Homeless Youth programs. — **Administration on Children, Youth and Families**

5.4.6 We will promulgate a final rule on Flexibility, Efficiency, and Modernization in Child Support Enforcement Programs, and then provide outreach and technical assistance to states and tribes to assist them with policy implementation. — **Office of Child Support Enforcement**

5.4.7 We will obtain input from stakeholders and the public to prepare a Report to Congress that addresses cost-effective improvements to the child support program. — **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 In collaboration with programs, 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, the Job Search Assistance Evaluation, and a study to improve understanding of how Refugee Cash Assistance and TANF serve refugee populations, how these programs intersect, and the relative impact these programs have on refugee self-sufficiency and employment outcomes; and we will disseminate findings from studies in this area. — **Office of Planning, Research and Evaluation**

5.5.2 In collaboration with programs, 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; and we will disseminate findings from studies in this area. — **Office of Planning, Research and Evaluation**

5.5.3 In collaboration with programs, we will build knowledge of effective approaches for promoting the safety and well-being of children, youth, and families (Goal Three) by launching a new cohort of the National Survey of Child and Adolescent Well-Being and ensuring comprehensive evaluation of the Maternal, Infant, and Early Childhood Home Visiting Program; and we will disseminate findings from studies in this area. — **Office of Planning, Research and Evaluation**

5.5.4 In collaboration with programs, we will build knowledge of effective approaches for addressing the needs, strengths, and abilities of vulnerable and underserved populations (Goal Four) through overseeing the Center for Research on Hispanic Children and Families and the Tribal Research Center on Early Care and Education, by identifying data gaps related to the human service needs of low-income and at-risk lesbian, gay, bisexual, and transgender populations, and by publishing reports discussing trauma, toxic stress, early adversity and other barriers to the development of executive function and self-regulation as they relate to ACF programs and populations; and we will disseminate findings from studies in this area. — **Office of Planning, Research and Evaluation**

5.5.5 We will create a plan to strengthen ACF research, evaluation, and data collection on human trafficking across affected programs. — **Immediate Office of the Assistant Secretary, Children's Bureau,**



Family and Youth Services Bureau, Office of Refugee Resettlement, and Office of Planning, Research, and Evaluation

5.5 Enhance Management of Key External Affairs Activities

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

5.6.2 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***

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

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

5.6.5 We will enhance and build out ACF's online Reading Room with highly requested ACF documents. — ***Office of Public Affairs***

5.6.6 We will improve Freedom of Information Act (FOIA) processing time and efficiency. — ***Office of Public Affairs***

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

5.6.8 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***

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

5.6.10 We will increase capacity of the Office of Regional Operations to maximize coordination on high-priority, cross-program strategic initiatives with clear, measureable outcomes. — ***Office of Regional Operations***