



# **DEPARTMENT OF HUMAN SERVICES**

## **FY 2023 PERFORMANCE ACCOUNTABILITY REPORT**

**JANUARY 16, 2024**

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# 1 DEPARTMENT OF HUMAN SERVICES

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*Mission:* The mission of the D.C. Department of Human Services is to empower every District resident to reach their full potential by providing meaningful connections to work opportunities, economic assistance and supportive services.

*Services:* The mission of the Department of Human Services (DHS) is achieved through the work of the Office of the Director, the Family Services Administration, and the Economic Security Administration. The Office of the Director provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, and performance management. The Office of Program Review, Monitoring, and Investigation includes internal affairs/agency risk management, fraud investigation, homeless shelter monitoring, and a quality control division. The Family Services Administration (FSA) provides an array of social services and supports for District residents to solve crises, strengthen families and connect to resources and programs to improve their well-being. FSA manages a system of care to make homelessness rare, brief and non-reoccurring; administers a system of services and supports for youth who are at-risk of court-involvement, school disengagement, homelessness and repeat teen pregnancy, and provides crisis-intervention services for families and refugees. The Economic Security Administration (ESA) determines and maintains eligibility for cash, food, child care, and medical benefits. ESA also, through a Two Generational (2Gen) approach, administers the Temporary Assistance for Needy Families (TANF) and Supplemental Nutritional Assistance Program (SNAP), Employment and Training (SNAP E&T) programs, which provide employment and training-related activities designed to improve long-term employability and achieve sustaining income.

## 2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>In FY23, DHS enhanced customer experience and engagement by implementing innovative and critical income-related supports and programs for District residents.</p>	<p>DHS increased access to cash and nutrition supports to thousands of residents. The Customer Ambassador program provides support to customers when they enter the Service Centers. Customers are provided with the necessary documents and are ready to meet with Social Service Representatives when they arrive at the front desk.</p>	<p>DHS issued several additional benefits to customers: \$16,700,000 in Pandemic Electronic Benefits Transfer (PEBT) funds to 82,590 children, \$1.4 million in one-time cash grants to support 14,000 families receiving TANF as children returned to school in the fall, and, \$14M per month to 93,329 households totaling, \$69M in SNAP Emergency Allotment funds to support families throughout the public health emergency. The total distributed was \$372M from April 2020 through February 2023. Additionally, DHS launched programs to improve resident experience across an array of functions. DHS implemented the Elderly Supplemental Nutrition Assistance Program (ESAP), which extends the certification period for about 20,000 District residents who are elderly and disabled citizens receiving SNAP benefits from 24 to 36 months . Lastly, DHS also created the Customer Ambassador program to help District residents navigate services in the lobby of DHS Service Centers.</p>

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Accomplishment	Impact on Agency	Impact on Residents
<p>In FY23, DHS continued to reform the Homeless Services Singles System based on lessons learned during the public health emergency.</p>	<p>The introduction of non-congregate shelters increases system flow and provides an effective way for DHS to meet the varied needs of District residents. The new navigation tool will decrease the number of individuals who enter shelter and reduce the length of stay for those who do enter. Over time, these interventions are expected to advance our goal that homelessness be rare, brief and non-recurring.</p>	<p>DHS is reducing inflow into the homeless services system for single adults by creating new opportunities for homelessness diversion through the streamlining intake initiative. In FY23, DHS' Project Reconnect Program - the homelessness prevention program for single adults - had 467 successful diversions, more than doubling the number from FY22. DHS also launched the Front Door Navigation Tool to ensure that all individuals can access diversion services, no matter which door they enter the system through. DHS is also expanding access to bridge-housing by securing two new non-congregate sites: The Aston in Ward 2 (purchased in FY23), and E Street in Ward 6 (projected to close in FY24) . These sites will serve medically vulnerable individuals, individuals matched to a housing resource, as well as others who have traditionally not been accommodated at congregate shelter sites, such as couples and adult families. By expanding access, DHS seeks to provide shelter and wraparound supports to more individuals who have historically resisted shelter.</p>
<p>In FY23 DHS advanced the Whole Family Services MOMs Program.</p>	<p>The advancement of whole family services supports DHS's goal of adopting and operationalizing a 2Gen framework across all DHS services and programs.</p>	<p>In FY23, DHS offered programs that helped families make peer-to-peer connections and build social capital as described in the 2Gen model. The programs - including the Parent Café, Gen2Gen Programs, Career MAP, and enhanced SYEP programming among others - are accessible to approximately 14,000 families receiving TANF. Program completion will help District residents meet their family stabilization, behavioral health, educational or occupational, employment, and social support goals. For some of these programs, customers receive additional incentives if they complete program requirements.</p>

### 3 2023 OBJECTIVES

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#### Strategic Objective

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Provide high quality DHS services to individuals, families, and youth using collaborative, person-centered, and forward-thinking processes.

Implement policy initiatives that address structural barriers to economic mobility; integrate learnings to improve DHS programs and practices so that residents are positioned to grow their economic security.

Make homelessness rare, brief, and non-recurring in the District through innovative, person-centered and research-based practices that are considered exemplary throughout the nation.

Become an anti-racist, high performing organization that models inclusion, sustainability, continuous learning, quality, and effectiveness.

District residents will consistently receive reliable, thorough, and trauma-informed service from a well-trained, well-resourced, and respectful staff.

Create and maintain a highly efficient, transparent, and responsive District government.

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## 4 2023 OPERATIONS

Operation Title	Operation Description
<b>Provide high quality DHS services to individuals, families, and youth using collaborative, person-centered, and forward-thinking processes.</b>	
Youth-Focused Diversion Services: Daily Service	Housed within the DC Department of Human Services (DHS), Family Services Administration (FSA), the Youth Services Division (YSD) opened its doors in 2010. YSD offers free services and support for youth to strengthen families, mitigate risks related to housing instability, improve school attendance, stabilize youth in crisis, and decrease court involvement. YSD includes several flagship programs and engages youth, their families, community-based providers, and District agencies to address challenging behaviors and circumstances.
<b>Implement policy initiatives that address structural barriers to economic mobility; integrate learnings to improve DHS programs and practices so that residents are positioned to grow their economic security.</b>	
TANF and SNAP E&T Case Management and Employment Assistance: Daily Service	The Economic Security Administration provides case management and employment assistance through the Temporary Assistance for Needy Families (TANF) Education and Employment Program and Supplemental Nutrition Assistance Program (SNAP) Employment and Training Program, which provide a range of services that are designed to promote long-term employability and sustainable income.
<b>Make homelessness rare, brief, and non-recurring in the District through innovative, person-centered and research-based practices that are considered exemplary throughout the nation.</b>	
Homeless Services Continuum - Individuals: Daily Service	The Family Services Administration provides a continuum of services to individuals experiencing homelessness or at risk of homelessness, so that they can access temporary shelter and obtain and/or maintain sustainable housing. The continuum of services includes outreach, coordinated entry, low barrier shelter, diversion and rapid exit from shelter, rapid rehousing, day programs, meal programs, targeted affordable housing and permanent supportive housing. FSA also provides targeted support for Veterans experiencing homelessness as well as resources and services during hypothermia and cold emergency alerts.
Homeless Services Continuum - Families: Daily Service	The Family Services Administration provides a continuum of services to families experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing. The continuum of family services includes centralized intake and eligibility assessment at the Virginia Williams Family Resource Center, prevention services, emergency shelter, rapid rehousing, housing navigation and permanent supportive housing.
Homeless Services Continuum - General: Daily Service	The Family Services Administration provides a continuum of services to families, youth and individuals experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing.
<b>Become an anti-racist, high performing organization that models inclusion, sustainability, continuous learning, quality, and effectiveness.</b>	
Agency Management/Performance Management: Daily Service	The Office of the Director provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, legal guidance, and performance management. The Office of Program Review, Monitoring, and Investigation includes agency risk management, fraud investigation, homeless shelter monitoring and a quality control division.
<b>District residents will consistently receive reliable, thorough, and trauma-informed service from a well-trained, well-resourced, and respectful staff.</b>	

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Operation Title	Operation Description
Eligibility Determination and Enrollment Support: Daily Service	The Economic Security Administration provides eligibility determination and enrollment support for Federal and District cash, food, child care, and medical benefits. These include: • Temporary Assistance for Needy Families (TANF), which provides temporary income support assistance for low income families while helping them improve their long-term employability and achieve family-sustaining income; • Supplemental Nutrition Assistance Program (SNAP), which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability; • District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination; • District of Columbia's child care subsidy program; and • Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), and the D.C. Healthcare Alliance Program..

## 5 2023 STRATEGIC INITIATIVES

In FY 2023, Department of Human Services had 11 Strategic Initiatives and completed 54.55%.

Title	Description	Update
Alternative to the Court Experience Program Expansion	In FY23 DHS will increase juvenile justice prevention efforts by expanding the Alternative to the Court Experience program.	Completed to date: Complete The ACE Expansion Program (now called the Youth Empowerment Program, or YEP) worked throughout FY23 to develop a program at Eastern Senior High School that would provide case management, empowerment groups, and support to youth who are involved in cycles of violence at school, at home, or in the community. During Q2 of FY23, DHS learned this initiative would not be funded in FY24. Due to the efforts made and the commitment to serve the students at Eastern SHS, DHS continued to provide this service on a smaller scale. Two existing ACE case managers were detailed to work specifically in Eastern HS on YEP. In Q3, DHS partnered with the Office of the State Superintendent of Education (OSSE) and School Talk DC to provide restorative justice training to Eastern staff, MPD School Resource Officers, and DHS staff. In Q3, YEP received its first client referral, just before the end of the school year. Two youth were served in summer 2023, and to date, staff continue to work with those youth. Since the start of the 2023-24 school year, DHS has been conducting outreach activities at Eastern SHS twice per week to recruit additional students and make connections with school counselors and grade-level principals with the goal of increased program referrals. In addition, space has been identified for DHS to occupy while on campus.

Successful Implementation of PSH3 Program

In FY23 DHS will continue to expand the Permanent Supportive Housing Program. DHS voucher programs will nearly double due to an influx of resources added in FY22 and FY23. With this expansion, DHS will work to match more than 1,350 District residents with vouchers by the end of the fiscal year. Additionally, DHS will improve the timeline from voucher match to lease-up to 4 months.

Completed to date: 50-74%

All twenty-two service providers completed enrollment for the Housing Supportive Services (HSS) Medicaid benefit by the conclusion of FY23. Nineteen providers began billing and were reimbursed by Medicaid for \$20M+ for PSH case management services.

DHS began matching family resources through F-CAHP on February 23, 2023, and started matching individual resources through I-CAHP on April 20, 2023. As of September 30, 2023, DHS has matched 644 PSH-I vouchers (out of 500 new vouchers, also matching 500 backfills from FY22), 205 PSH-F vouchers (out of 570 vouchers), and 99 TAH-F vouchers (out of 395 vouchers). The agency expects to match all FY23 vouchers by April 2024.

In terms of lease ups, just under 2,000 clients have leased up since the start of FY22 and through the end of FY23 (with about 1,000 lease ups each year). DHS was able to keep pace - but not exceed the previous pace of lease up - despite slow PSH3 provider capacity to lease up and ramping up Medicaid billing for HSS, challenges with identifying desirable units in a competitive housing market, DCHA timelines for eligibility determination, and DCHA's roll out of new rent reasonableness standards in July 2023. Partly to address some of these concerns, in February 2023 DHS launched "Operation Make Movement," to leverage non-PSH case managers to support clients with their lease up process. To date, 439 applications have been submitted through this OMM process. DHS utilized a portion of FY23 capacity matching backfills from FY22. The agency expects to match all FY23 vouchers by April 2024.

Expand Site-based Permanent Supportive Housing Onsite Services

In FY23 DHS will open and expand our offerings of Permanent Supportive Housing (PSH) buildings which provide intensive onsite supports. The first building of this kind in the District, The Ethel, is expected to open with 100 units in January 2023 and be 100% leased up in FY23. DHS will develop a strategy for opening similar buildings based on learnings from year one of The Ethel.

Completed to date: Complete

The Ethel was opened in mid-March and as of September 30, 99 clients have moved into their units. DHS is working closely with DCHA to process the remaining 1 client for lease up. The agency procured and contracted with MBI Health Services LLC to provide case management and building program and operations services on site. DHS is also working with DBH to explore a jointly operated PSH+ site that is expected to open by FY24 Q3.

Transform the Family Rehousing and Stabilization Program

In FY23, DHS will continue to build on the recommendations made by the Family Rehousing and Stabilization Program (FRSP) task force to improve tracking, management and execution of the program. With case management fully transferred from The Community Partnership (TCP) to DHS, the agency looks to decrease the time to match clients with case manager, increase earnings for clients not in the Bridge Track, and more efficiently match families with vouchers.

Completed to date: 50-74%

In Q4, DHS continued to develop, train and ensure the implementation of additional key FRSP policy guidance and Standard Operating Procedures to further ensure consistency of service delivery. Additionally, DHS continued the quarterly monitoring of providers to assess further training needs based on the data. The agency has continued to develop both the Quickbase and FRSP portals in order to streamline reporting and mitigate any user challenges and errors. DHS is updating the FRSP regulations to reflect the requirements that Council enacted with the August 4, 2023 Family Re-Housing Stabilization Program Protection Temporary Amendment Act of 2023, and to include program enhancements including reducing client rental portion to 30%, introducing client incentives for positive goal attainment, and providing the option to opt out of case management services. This is a multi-year initiative.

Streamline Intake for Single Adults Entering the Homeless Services System

In FY23, DHS will simplify the intake process for District residents by providing a streamlined number or location for individuals to go or call, be assessed, and create a plan to end their homelessness as soon as their experience of homelessness begins. This will allow individuals to begin receiving supports sooner and decrease opportunities to become more vulnerable and further disconnected from their support system, employment, and other supports.

Completed to date: Complete

Project Reconnect is the District's homelessness diversion and rapid exit program for individuals. In FY23, DHS tripled the number of Project Reconnect clients and doubled the number of successful diversions. DHS surpassed our goal of 20 successful diversions per month, averaging 32 diversions each month. DHS also developed and launched the Front Door Navigation Tool with the Homeless Services Hotline to ensure that everyone who calls the Homeless Services Hotline seeking shelter is assessed for their potential to be diverted from homelessness. The Homeless Services Hotline completed 130 Surveys producing 74 Project Reconnect Referrals in FY23. Also, DHS in partnership with the DC Interagency Council on Homelessness and the Community Partnership for the Prevention of Homelessness has improved case management coordination for individuals who do enter shelter by updating the system-wide Release of Information so that service system providers are able to see more details about a client's case to improve coordination and collaboration. DHS also launched the updated Shelter Census Tool with our shelters, to track bed availability in real time.

Expand internal capacity for inclusive culture, strategy, and racial equity

In FY23 DHS will continue building on efforts to develop a culture that promotes employee engagement, inclusion, and equity. Specifically, the agency will launch and begin implementing the new five-year strategic plan, including a focus on employee experience investments, formalized employee development and retention plans, implementing a quality continuous learning agenda, and organizational development. The agency will also continue to build internal capacity for racial equity efforts by creating a long-term racial equity action plan to accomplish changes to policies, practices, and systems.

Completed to date: 75-99%

In FY23, DHS advanced its long-term strategic planning work by finalizing initiatives and projects and beginning the process of sequencing work for FY24-28. The agency will begin the external review period for the final plan in early FY24, with an expected launch in Q3. The DHS BRAVE Team made significant progress in FY23 by drafting the agency's long-term racial equity action plan, set to launch in early FY24. The racial equity work group also restructured to allow greater opportunity for involvement from more DHS staff, more targeted racial equity work for the agency's leadership group and established an alumni chapter for former BRAVE Team members to remain connected to the agency's racial equity work. DHS's employee engagement efforts continue to focus on wellness. In September, the agency hosted mindfulness and breathing workshops both in-person and virtually for employees agency-wide. DHS managers were also given the resources to create meaningful team activities that would address employee responses to the agency's 2022 Employee Viewpoint Survey. The DHS strategic plan was delayed in its launch and is set for FY24 publication and implementation.

Targeted Outreach to Wards 7 and 8

In FY23 DHS will continue to conduct targeted outreach to Wards 7 and 8 to ensure customers receiving TANF and SNAP are prioritized for employment and training opportunities. The majority of customers receiving TANF and SNAP E&T services reside in Wards 7 and 8.

Completed to date: Complete

In FY23 Q4, DHS, in collaboration with the TEP Service Providers, hosted a Unified TEP Education & Employment Fair at the Envision Center. The event featured about 30 education recruiters and employers including the Metropolitan Police Department (MPD), CVS, So Others Might Eat (SOME), College Board, DCPS, Goodwill Excel Center, and more. The event was attended by 106 customers who are active with TEP Primary Service Providers. Ward 7 SP E&T is co-located at the American Job Center (AJC) at DOES Headquarters (Minnesota Avenue) on Mondays from 8:15 AM - 4:45 PM where DHS provides full-service offerings including assessment, case management, career coaching, referrals, participant reimbursement, and other supportive services. SNAP E&T partners with the following community-based organizations, located in Ward 7, to provide E&T services to District residents: • FH Faunteroy Community Enrichment Center • So Others Might Eat (SOME) Ward 8 The SNAP E&T Program office is located in Ward 8 and is open Monday - Friday from 8:15 AM - 4:45 PM providing full-service offerings including assessment, case management, career coaching, referrals, participant reimbursement, and other supportive services. In addition, the SNAP E&T computer lab is available for customers to use during normal business hours. SNAP E&T is co-located at the American Job Center (AJC) at The DC Infrastructure Academy on Wednesdays from 8:15 AM - 4:45 PM where DHS provides full-service offerings including assessment, case management, career coaching, referrals, participant reimbursement, and other supportive services. SNAP E&T partners with the following community-based organizations, located in Ward 8, to provide E&T services to District residents: • Building Bridges Across the River/Skyland Workforce Center • Calvary Women's Services

Case Process Improvements

In FY23, DHS will build on efforts to improve case processing quality by tightening internal feedback loops, mapping case quality data, and providing support resources for eligibility teams. The agency will iterate service improvement pilots to streamline interactions across multiple access channels, begin the implementation process of a simplified SNAP benefit program targeting DC seniors and residents with disabilities, and enhance case processing efficiency by developing responsive staffing tactics and launching new, shared workload system functionalities. Finally, the agency will continue to provide design, planning, testing, readiness, and implementation support to the ongoing delivery of the DCAS eligibility system.

Completed to date: 50-74%  
DHS addressed the increased workload by improving processing efficiency and expanding processing capacity in FY23. The agency realized processing efficiencies by moving to a Shared Workload system and aligning the support environment accordingly. Shared Workload allows fluid allocation of tasks, reduces unused processing capacity, and improves uniformity across Service Centers locations. The agency made significant efforts to maintain and expand processing capacity. DHS deployed four cohorts of eligibility workers in FY23, totaling nearly 80 new case processing staff. DHS also created capacity by enhancing the use of overtime, hiring contractors, and shifting qualified staff to case processing roles. DHS collaborated with key partners such as FNS, DHCF, and CIA to ensure policy, systems, and processes support timely processing and dissemination of benefits. Collaboration resulted in iterative improvements which will be hopefully realized in FY24. Targeted strategies and prioritization pilots will improve SP timeliness performance throughout the year. DHS is working to identify which short-term strategies supported the increase in performance - overlaying qualitative and quantitative information. Finally, DHS focused on improving the quality of case processing. The agency piloted and expanded its pre-authorization review process, deploying continuous quality improvement (CQI) methodologies, tightened feedback loops, and leveraging data analytics. DHS also coordinated to map quality assurance (QA) touchpoints, align audit findings, adjust training practices, and identify cross-division quality improvement projects. This initiative is a multi-year initiative.

TANF Employment Program Contracts and Case Coaching

The new TANF Employment Program (TEP) contracts will incorporate case coaching techniques to ensure that the DHS values are embedded in the provider contracts. This initiative will ensure the capacity of TEP providers aligns with DHS's efforts to be a high-performing organization. DHS will equip TEP providers with the knowledge, opportunities, and resources they need to use case coaching to fully engage and empower customers to achieve their goals. DHS will incorporate case coaching methods into annual technical assistance sessions delivered to the TEP Providers.

Completed to date: Complete  
The contracts for the TANF Employment Program (TEP) were originally scheduled to expire at the end of FY23. The DHS Division of Customer Workforce Employment & Training (DCWET) executed a one-year contract extension for TEP providers in partnership with the Office of Contracts and Procurement (OCP). DCWET also worked with OCP to procure a project manager/technical writer and cost analyst consultant to help DHS draft the Statement of Work and cost structure for the new TEP contracts for FY25. The new model will include three pathways: (1) Family choice, which provides more individualized choices to customers; (2) Rather than separating Job Placement (JP) and Education & Occupational Training (EOT) services with distinct providers, the new model will combine both JP and EOT; (3) Offer more incentivized 2-Gen activities.

Strength-Based Assessment Tool for DHS Customers

In FY22 DHS launched a strength-based assessment tool that can be used by residents as self-guided or with a case manager. In FY23, DHS will monitor the implementation of the new assessment tool for the TANF and SNAP E&T programs. This includes promoting and marketing the Customer Assessment Portal (CAP) to drive customer traffic and identifying and prioritizing system enhancements that will aid DCWET's operations (e.g. data reporting).

Completed to date: Complete  
In FY23, DHS staff completed 4,889 assessments, and 8,053 self-assessments were submitted. The data shows that self-assessments have become part of the daily fabric of communicating with customers. DHS has seen a significant increase in self-assessments since the change in policy in August 2023, which brought about assessments returning as a condition of eligibility. In FY24, DHS will continue to encourage customers to complete online self- assessments at their convenience.

Resident Resource Calculator

In FY23 DHS will implement a resource calculator for case managers to assist residents with understanding and planning for the effect of earned income on income supports (e.g. TANF, SNAP, childcare, Medicaid). The resource calculator will be incorporated as a case coaching tool in the Targeted Mobility Coaching (TMC) Program in order to (1) help customers strategically plan for entering their desired career pathway and (2) understand how their benefits will be impacted as their income increases

Completed to date: 25-49%  
In FY23, DHS used the Benefits Cliff Tool, developed in partnership with the Federal Reserve Bank of Atlanta, to design the Career MAP pilot. The program provides career coaching and supportive services while offsetting benefit cliffs for 600 families. Stemming from this pilot, DHS considered how the resource calculator might be used as a case management tool in providing financial counseling specifically designed to support residents to advance their economic mobility with a clear understanding on how benefit cliffs impact their situations. In FY23, DHS explored the use of the tool and supports needed for further implementation.

## 6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
<b>Provide high quality DHS services to individuals, families, and youth using collaborative, person-centered, and forward-thinking processes.</b>											
Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	12	11.3	7	12	10	11	10	10	Met	The final number of new education/training placements per 1,000 TANF customers for FY23 came out to 9.975. As this number is meant to represent whole people, this number should be rounded up to 10 and therefore this metric has been met.
Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	2.9	5.1	6.5	5.3	3.3	3	4.5	18	Unmet	Since the pandemic, there has been a shift in the types of jobs that are available in the city which does not align with the customers' interests. Many would like to work in hybrid or virtual positions. DHS will continue to assess this shifting in the job market, during FY24, by working with the WIC and DOES.
Percent of TANF Employment Program Participants Who Participated in Eligible Activities	Up is Better	21.8%	20%	19%	20%	19%	21%	19.8%	25%	Unmet	DHS was unable to meet the target and will be changing the model of service delivery, beginning FY25. Since the pandemic, there has been a reduced level of engagement that is still being assessed. In the meantime, DHS provides an annual TANF survey to learn more about these customers and adjust our program delivery model accordingly.

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of teen parents receiving services from the Teen Parent Assessment Program (TPAP) who do not have additional pregnancies	Up is Better	95%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96%	85%	Met	
Percent of teen parents who met the educational component of their Individual Responsibility Plan (IRP)	Up is Better	80%	83%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	83%	75%	Met	
Percent of youth who completed Youth Services Division programs who showed improved functioning at closure as indicated by decline in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	Up is Better	83.5%	85.3%	86.7%	86%	88%	83%	85.9%	85%	Met	
Percent of youth who completed Youth Services Division programs with improved school attendance when truancy was an issue at referral and/or at closure	Up is Better	Not Available	57.8%	72.7%	64%	61%	56%	63.4%	60%	Met	
Percent of youth who completed Youth Services Division programs without juvenile justice involvement while they were in the program	Up is Better	95.3%	95.3%	97.8%	97%	96%	97%	97%	85%	Met	
<b>Implement policy initiatives that address structural barriers to economic mobility; integrate learnings to improve DHS programs and practices so that residents are positioned to grow their economic security.</b>											
Percent of Newly Employed Customers Earning a DC Living Wage	Up is Better	72.5%	77.8%	81%	80%	76%	88%	81.3%	35%	Met	
<b>Make homelessness rare, brief, and non-recurring in the District through innovative, person-centered and research-based practices that are considered exemplary throughout the nation.</b>											
Average length of time (days) experiencing homelessness (individuals)	Neutral	179	178	190	180	183	186	184	-	Neutral Measure	
Average length of time (days) experiencing homelessness (families)	Neutral	184.5	122	124	137	126	111	125	-	Neutral Measure	
Individuals becoming homeless for the first time	Neutral	2,340	3,136	779	794	851	636	3060	-	Neutral Measure	
Families becoming homeless for the first time	Neutral	405	482	155	149	184	166	654	-	Neutral Measure	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of individuals returning to homelessness within 6- 12 months	Neutral	5.7%	3.9%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4.6%	-	Neutral Measure	
Percent of families returning to homelessness within 6- 12 months	Neutral	2.2%	2.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3.8%	-	Neutral Measure	
Number of youth diverted from shelter or time limited housing programs (includes family preservation, reunification with natural supports, and other exits to permanency)	Up is Better	90	62	14	15	15	12	56	36	Met	
Number of youth who exited the youth homelessness system to permanent, stable housing	Up is Better	45	135	44	46	49	34	173	48	Met	
Number of households served by Emergency Rental Assistance (ERAP)	Up is Better	New in 2023	New in 2023	1,754	No applicable incidents	No applicable incidents	No applicable incidents	1754	New in 2023	New in 2023	
Number of households served through TANF Cost Support	Up is Better	New in 2023	14,916	No data available	No data available	No data available	No data available	No data available	New in 2023	New in 2023	
Number of workers enrolled in Workforce Development/sectoral job training programs	Up is Better	New in 2023	New in 2023	17	20	15	38	90	New in 2023	New in 2023	
Number of households receiving eviction prevention services (including legal representation) through Homeward DC (Families)	Up is Better	New in 2023	New in 2023	1,021	1,109	1,281	1,359	4770	New in 2023	New in 2023	
Number of households receiving eviction prevention services (including legal representation) through Homeward DC (Individuals)	Up is Better	New in 2023	New in 2023	154	205	311	252	922	New in 2023	New in 2023	
Number of people served by shelter/shelter housing through Homeward DC (Youth)	Up is Better	New in 2023	New in 2023	210	195	237	218	521	New in 2023	New in 2023	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Number of people served by shelter/shelter housing through Low-Barrier Shelter for Transgender Residents	Up is Better	New in 2023	New in 2023	52	52	57	52	213	New in 2023	New in 2023	
Number of people served by shelter/shelter housing through Expanded Shelter Operations	Up is Better	New in 2023	New in 2023	No data available	No data available	No applicable incidents	No applicable incidents	No data available	New in 2023	New in 2023	
<b>Become an anti-racist, high performing organization that models inclusion, sustainability, continuous learning, quality, and effectiveness.</b>											
Number of households served by Emergence Rental Assistance Payments	Up is Better	New in 2023	New in 2023	1,754	No applicable incidents	No applicable incidents	No applicable incidents	1754	New in 2023	New in 2023	
<b>District residents will consistently receive reliable, thorough, and trauma-informed service from a well-trained, well-resourced, and respectful staff.</b>											
SNAP Payment Error Rate	Down is Better	Not Available	Not Available	Waiting on Data	No data available	No data available	No data available	No data available	10%		

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	Up is Better	92%	Not Available	18.1%	13.3%	50.2%	49.7%	32.8%	95%	Unmet	DHS has improved its timeliness rate but was unable to meet the target due to an increase in the SNAP applications and needing more staff to complete the applications in a timely manner. DHS has hired additional staff, partnering with DHCF to refine the District Direct application (the District's online and mobile application portals), augmented staffing at the Public Benefits Call Center, increased face-to-face services, improved the business process redesign (BPR) by changing the case processing model, consistently tracks and monitors data. Received FNS approved waivers, making the recertification process easier for customers. Additionally, staff worked overtime to process outstanding cases.
Call Center: Average Wait Time (Minutes)	Down is Better	22	15	14	7	5	4	7.5	12	Met	

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
<b>Youth-Focused Diversion Services</b>							
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	132	95	26	26	32	31	46
Number of youth served by the Strengthening Teens Enriching Parents (STEP) program	80	67	23	23	38	40	61
Number of youth served in the Alternatives to the Court Experience (ACE) program	266	244	131	154	162	168	299
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	Not Available	376	164	189	184	292	466
Number of youth experiencing homelessness placed into a housing program through the Coordinated Assessment and Housing Placement (CAHP) system	349	311	29	65	60	31	185
<b>TANF and SNAP E&amp;T Case Management and Employment Assistance</b>							
Total Number of Work-Eligible TANF Customers (Monthly Average)	44,025	11,340	11,305	11,223	11,175	11,206	11,227
Average Number of Families Entering TANF (Per Month)	920	208	174	237	302	311	256
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	103,638	26,530	26,065	26,172	26,363	26,375	26,244
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	12,948.8	13,341	13,300	13,204	13,147	13,184	13,209
Average TANF Caseload (Per Month)	14,814	14,916	14,677	14,512	14,352	14,375	14,479
Number of Families Re-certified for TANF Eligibility (Per Month)	810.3	531	673	870	354	842	685
Average Number of Families Exiting TANF (Per Month)	402	313	561	620	400	636	554
<b>Homeless Services Continuum - Families</b>							
Number of family households experiencing homelessness (annual)	924	1,046	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1288
Number of housing placements annually (family households)	617	516	Annual Measure	Annual Measure	Annual Measure	Annual Measure	747
Number of family households experiencing homelessness, January Point-in-Time (PIT)	405	347	Annual Measure	Annual Measure	Annual Measure	Annual Measure	389

Workload Measures (continued)

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Average monthly census in family shelter	187	157	203	188	190	224	201.3
<b>Homeless Services Continuum - Individuals</b>							
Number of homeless Veterans, Point-in-Time (PIT)	186	208	Annual Measure	Annual Measure	Annual Measure	Annual Measure	214
Number of individuals experiencing homelessness (annual)	8,325	7,834	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8691
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	3,871	3,403	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3750
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	1,943	1,257	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1314
Average monthly housing placements (Individuals experiencing homelessness)	66	100	103	67	75	79	81
Average monthly housing placements (Veterans)	18	21	21	22	27	20	23
<b>Eligibility Determination and Enrollment Support</b>							
Medical Assistance: Number of Medicaid Applications	Not Available	Not Available	No data available	No data available	No data available	No data available	Waiting on Data
Medical Assistance: Number of Medicaid Applications that are Approved	Not Available	Not Available	No data available	No data available	No data available	No data available	Waiting on Data
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	3,966	5,813	5,197	6,348	5,761	5,457	5691
SNAP: Number of New Households Approved for SNAP and Receiving SNAP Benefits (Per Month)	1,791	2,433	2,194	2,038	2,870	2,763	2466
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	Not Available	Not Available	Waiting on Data	No data available	No data available	No data available	Waiting on Data
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	Not Available	Not Available	Waiting on Data	No data available	No data available	No data available	Waiting on Data
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	35,503	54,847	79,855	80,607	62,626	72,082	73,793
SNAP: Average SNAP Caseload (Per Month)	85,172	90,265	84,462	84,039	82,753	83,415	83,667
SNAP: Number of SNAP Applications (Monthly Average)	4,061	4,034	3,110	3,575	3,903	4,137	3681