

Department of Human Services FY2022

Agency Department of Human Services

Agency Code JA0

Fiscal Year 2022

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

Strategic Objectives

| Objective Number | Strategic Objective |
|------------------|---|
| 1 | Develop an effective crisis response system for unaccompanied adults who experience homelessness. |
| 2 | Develop an effective system of care for families who experience homelessness. |
| 3 | Implement a system of services and supports for youth, parenting youth and their families |
| 4 | Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. |
| 5 | Improve the customer experience at DHS service centers. |
| 7 | Create and maintain a highly efficient, transparent, and responsive District government. |

Key Performance Indicators (KPIs)

| Measure | Directionality | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual | FY 2022 Target |
|---|----------------|----------------|----------------|----------------|----------------|
| 1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Measure) | | | | | |
| Percent of individuals returning to homelessness within 6- 12 months | Neutral | 7.5% | 5.4% | 5.7% | No Target Set |
| 2 - Develop an effective system of care for families who experience homelessness. (1 Measure) | | | | | |
| Percent of families returning to homelessness within 6- 12 months | Neutral | 2.1% | 3.4% | 2.2% | No Target Set |
| 3 - Implement a system of services and supports for youth, parenting youth and their families (7 Measures) | | | | | |
| Percent of teen parents receiving services from the Teen Parent Assessment Program (TPAP) who do not have additional pregnancies | Up is Better | 85.1% | 91.6% | 95% | 85% |
| 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 | 31 | 73 | 90 | 36 |
| Number of youth who exited the youth homelessness system to permanent, stable housing | Up is Better | 23 | 69 | 45 | 48 |
| Percent of teen parents who met the educational component of their Individual Responsibility Plan (IRP) | Up is Better | 63.8% | 77% | 80% | 75% |
| 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 | 86.4% | 84.3% | 83.5% | 85% |
| 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 | 42.3% | Not Available | Not Available | 60% |
| Percent of youth who completed Youth Services Division programs without juvenile justice involvement while they were in the program | Up is Better | 88.9% | 91.4% | 95.3% | 85% |
| 4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (1 Measure) | | | | | |
| Percent of Newly Employed Customers Earning a DC Living Wage | Up is Better | 41.8% | 62.8% | 72.5% | 35% |
| 5 - Improve the customer experience at DHS service centers. (7 Measures) | | | | | |
| Call Center: Abandonment Rate | Down is Better | 62% | 23.5% | 26.8% | 40% |

| Measure | Directionality | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual | FY 2022 Target |
|--|----------------|----------------|-----------------|----------------|----------------|
| SNAP Error Rate | Down is Better | 15.7% | Not Available | Not Available | 10% |
| SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP) | Up is Better | 95.5% | 95.3% | 92% | 95% |
| Service Center Average Wait Time in Lobby (minutes) | Down is Better | 122.5 | Waiting on Data | Not Available | 110 |
| Service Center Average Wait Time in non-Lobby (days) | Down is Better | 5 | 4 | Not Available | 7 |
| Call Center: Average Wait Time (Minutes) | Down is Better | 23.8 | 32.5 | 22 | 12 |
| Service Center Same Day Completion Rate (Percent of Lobby Cases) | Up is Better | 85% | 83.7% | Not Available | 85% |

Operations

| Operations Title | Operations Description | Type of Operations |
|---|--|--------------------|
| 1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Activity) | | |
| Homeless Services Continuum- Individuals | The Family Services Administration provides a continuum of services to individuals experiencing homelessness or at risk of homelessness, so that they can access temporary shelter and obtain and/or maintain sustainable housing. The continuum of services includes outreach, coordinated entry, low barrier shelter, diversion and rapid exit from shelter, rapid rehousing, day programs, meal programs, targeted affordable housing and permanent supportive housing. FSA also provides targeted support for Veterans experiencing homelessness as well as resources and services during hypothermia and cold emergency alerts. | Daily Service |
| 2 - Develop an effective system of care for families who experience homelessness. (1 Activity) | | |
| Homeless Services Continuum- Families | The Family Services Administration provides a continuum of services to families experiencing homelessness or at risk of homelessness, so that they can 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. | Daily Service |
| 3 - Implement a system of services and supports for youth, parenting youth and their families (1 Activity) | | |

| Operations Title | Operations Description | Type of Operations |
|---|--|--------------------|
| Youth-Focused Diversion Services | DHS, Family Services Administration (FSA), Youth Services Division (YSD) provides youth-focused services through the following programs: <ul style="list-style-type: none"> • Parent and Adolescent Support Services (PASS), which works with youth up to the age of 17 years old who have committed status offenses (mainly truancy) by conducting comprehensive youth assessments and providing intensive case management and linkages to other supportive services. • PASS Crisis and Stabilization Team (PCAST), provides crisis assessment, intervention, and stabilization services to youth and their families that are referred to the Parent and Adolescent Support Services Program (PASS). Staff provide outreach, advocacy and coordination of services while engaging community resources. In addition, PCAST works to enhance coping skills and empower youth and their families to achieve stability. • Functional Family Therapy (FFT) is an intensive, short term intervention/preventive service that offers in-home family counseling designed specifically to address status-offending behaviors and juvenile delinquency from a relational/ family-based perspective. FFT services target adolescents who are experiencing a high level of conflict in the home, exposure to domestic violence, truancy, curfew violations, running away, and substance abuse. In addition, FFT services are also used as part of the homeless youth prevention services. FFT sessions are held at least once per week for 3-6 months; every session includes all key members of the family. FFT therapists use a national FFT evidence-based model to work with the referred youth and families. This model assesses family behaviors that have contributed to the youth's delinquent behavior, modifies strained family communication, improves parenting skills, and generalizes changes to community contexts and relationships. • Alternatives to the Court Experience (ACE), the sole diversion program in Washington, DC, which offers individually tailored and clinically-appropriate services to youth up to 17 years old and families as alternatives to arrest and prosecution. ACE's goal is to reduce recidivism, reengage youths in school, and improve overall youth functioning • The Teen Parent Assessment Program (TPAP), which provides case management and support services to teen parents ages 17 and under who receive TANF or self-refer to the program. TPAP's goal is to move program participants towards self-sufficiency through completion of their high school or GED program. • Strengthening Teens Enriching Parents (STEP), which works with youth up to 17 years old who are reported missing to the police. Case managers provide outreach to assess why the youth has left home and together with the family, implement services with community partners--particularly Sasha Bruce--and other District agencies to reduce the likelihood of future missing persons reports, and increase family stability. • Homeless Youth Services works with youth up to 24 years old who are experiencing homelessness—or at risk of experiencing homelessness—connect with services to reunite them with their family and resolve family conflicts. Community organizations provide services such as drop-in centers, street outreach and housing. | Daily Service |
| 4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (1 Activity) | | |
| TANF and FSET Case Management and Employment Assistance | The Economic Security Administration provides case management and employment assistance through the Temporary Assistance for Needy Families (TANF) Education and Employment Program and Supplemental Nutrition Assistance Program (SNAP) Employment and Training Program, which provide a range of services that are designed to promote long-term employability and sustainable income. | Daily Service |
| 5 - Improve the customer experience at DHS service centers. (1 Activity) | | |
| Eligibility Determination and Enrollment Support | The Economic Security Administration provides eligibility determination and enrollment support for Federal and District cash, food, child care, and medical benefits. These include: <ul style="list-style-type: none"> • 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.. | Daily Service |
| 7 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity) | | |
| Agency Management/Performance Management | The Office of the Director provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, legal guidance, and performance management. The Office of Program Review, Monitoring, and Investigation includes agency risk management, fraud investigation, homeless shelter monitoring and a quality control division. | Daily Service |

Workload Measures (WMs)

| Measure | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual |
|--|----------------|----------------|----------------|
| 1 - Homeless Services Continuum- Individuals (6 Measures) | | | |

| Measure | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual |
|--|----------------|-----------------|-----------------|
| Number of individuals experiencing homelessness (annual) | 11,096 | 9253 | 8325 |
| Average monthly housing placements (Individuals experiencing homelessness) | 116 | 75 | 66.3 |
| Number of individuals experiencing homelessness, January Point-in-Time (PIT) | 3875 | 3947 | 3871 |
| Number of individuals experiencing chronic homelessness, Point-in-Time (PIT) | 1374 | 1337 | 1943 |
| Number of homeless Veterans, Point-in-Time (PIT) | 292 | 294 | 186 |
| Average monthly housing placements (Veterans) | 47 | 30 | 18 |
| 2 - Homeless Services Continuum- Families (4 Measures) | | | |
| Number of family households experiencing homelessness (annual) | 1537 | 1371 | 924 |
| Number of housing placements annually (family households) | 788 | 715 | 617 |
| Number of family households experiencing homelessness, January Point-in-Time (PIT) | 815 | 768 | 405 |
| Average monthly census in family shelter | 534 | 472 | 187 |
| 3 - Youth-Focused Diversion Services (4 Measures) | | | |
| Number of youth served by the Parent and Adolescent Support Services Program (PASS) | New in 2022 | New in 2022 | New in 2022 |
| Number of youth served by the Strengthening Teens Enriching Parents (STEP) program | 444 | 364 | 80 |
| Number of youth served in the Alternatives to the Court Experience (ACE) program | 778 | 614 | 266 |
| Number of teen parents served by the Teen Parent Assessment Program (TPAP) | 47 | 48 | 132 |
| 4 - TANF and FSET Case Management and Employment Assistance (7 Measures) | | | |
| Number of Families Re-certified for TANF Eligibility (Per Month) | 644 | Not Available | 810.3 |
| Average Number of Families Exiting TANF (Per Month) | 350 | 233 | 401.8 |
| Average Number of Families Entering TANF (Per Month) | 346 | 331 | 230 |
| Average TANF Caseload (Per Month) | 12,544 | 13,813 | 14,814.3 |
| Total Number of Adults Receiving TANF Cash Benefits (Monthly Average) | 11,036 | 12,405 | 12,948.8 |
| Total Number of Work-Eligible TANF Customers (Monthly Average) | 9380 | 10,544 | 11,006.3 |
| Total Number of Children Receiving TANF Cash Benefits (Monthly Average) | 22,248 | 24,959 | 103,638 |
| 5 - Eligibility Determination and Enrollment Support (12 Measures) | | | |
| Medical Assistance: Number of Medicaid Applications | 10,613 | Waiting on Data | Waiting on Data |
| Medical Assistance: Number of Medicaid Applications that are Approved | 10,940 | Waiting on Data | Waiting on Data |
| Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month) | 259,356 | 258,723 | Waiting on Data |
| Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month) | 14,987 | 14,840 | Waiting on Data |
| Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month) | 831 | Not Available | Not Available |
| Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month) | 558 | 687 | Not Available |
| SNAP: Average SNAP Caseload (Per Month) | 65,447 | 70,419 | 85,171.5 |
| SNAP: Number of SNAP Applications (Monthly Average) | 3205 | 3953 | 4060.5 |
| Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month) | 32,615 | 33,198 | 35,503 |
| Call Center: Average Number of Calls Served (Per Month) | 12,348 | 20,473 | 25,509 |
| SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month) | 3081 | Not Available | 1982.8 |

| Measure | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual |
|--|----------------|----------------|----------------|
| SNAP: Number of New Households Approved for SNAP and Receiving SNAP Benefits (Per Month) | 2350 | 2771 | 1790.5 |

Strategic Initiatives

| Strategic Initiative Title | Strategic Initiative Description | Proposed Completion Date |
|--|---|--------------------------|
| Agency Management/Performance Management (1 Strategic Initiative) | | |
| Expand internal capacity for inclusive culture, strategy, and racial equity | DHS will build on efforts launched in FY21 to build a culture that promotes employee engagement, inclusion, and equity. Specifically, the agency will create operational and support plans to carry out the new five-year strategic plan, including a focus on organizational culture. The agency will continue to build internal capacity for racial equity efforts by creating a racial equity plan to accomplish changes to policies, practices, and systems. | 09-30-2022 |
| Eligibility Determination and Enrollment Support (1 Strategic Initiative) | | |
| 1. Case Processing Assessment and Improvement Plan: | DHS will systematically identify case processing assessments, opportunities and adjust processes or support elements to deliver quality, timeliness, and customer service improvements. By conducting continuous process improvement activities throughout the year, the agency aims to improve quality for case processing, turnaround times, reduce cases waiting to be worked, and boost consistency. This will ultimately lead to increased customer satisfaction and have a positive effect on employee satisfaction. | 09-30-2022 |
| Homeless Services Continuum- Families (2 Strategic initiatives) | | |
| End homelessness for 3,400 chronically homeless households by investing in new permanent supportive housing units and program improvements | Working closely with DCHA and other key partners, DHS will scale up provider capacity and our internal process to issue housing vouchers to over 900 families and 2,500 single adults with the goal of matching all Emergency Housing Vouchers (EHVs), Local Rent Supplement Program (LRSP) vouchers, and Targeted Affordable Housing (TAH) vouchers by Q2 FY22 and leasing up 75% of EHVs by the end of Q2 FY22. | 09-30-2022 |
| Reform the Family Rehousing and Stabilization Program | DHS will implement the recommendations made by the Family Rehousing and Stabilization Program (FRSP) task force to improve tracking and management of the program. DHS is also planning to lower the case management ratio, refocus the program on improving employment outcomes, and provide financial incentives for reaching tangible goals. | 09-30-2022 |
| Homeless Services Continuum- Individuals (3 Strategic initiatives) | | |
| End homelessness for 50% of residents currently living in large encampments | DHS will support the Bowser Administration's goal of decreasing the size of the District's three largest encampments, as identified through an initial By-Name list, by at least 50%. DHS will launch a pilot program in Q1 to begin relocating encampment residents into permanent or interim housing. | 09-30-2022 |
| Reform the homeless services system for individual adults to focus on diversion and homelessness prevention | DHS will reform the 'front door' for single adults entering into the District's homeless services system by strengthening opportunities for diversion and rapid exit; providing more consistent information to clients about the system operations and available resources; and getting people connected to the right resources faster. In FY21 DHS gathered community input and built a vision for reform. FY22 will focus on putting the contracts, staffing, and data tracking systems in place to implement the vision. | 09-30-2022 |
| Complete the opening of the new 801 East Men's Shelter | In FY22 DHS will open the new 801 East men's shelter on the St. Elizabeth's campus in Ward 8. The new facility will offer 375 beds and multiple programs including: a health clinic; a daytime service center; 25 medical respite beds; 50 beds for seniors and medically frail residents; 100 beds for working residents and others in employment programs; and 200 dorm-style beds in a low-barrier shelter area. | 09-30-2022 |
| TANF and FSET Case Management and Employment Assistance (4 Strategic initiatives) | | |
| Develop and host a new automated assessment tool and platform for the District of Columbia's (District) Temporary Assistance for Needy Families Program (TANF) | DHS will launch a new TANF assessment platform that allows the Economic Security Administration (ESA) to refine the traditional in-person assessment process carried out by DHS. It includes a remote web-based function that will be accessible to customers and providers. The new platform will also allow customers to perform remote self-assessments. Assessments are a condition of eligibility for the TANF program, and this new platform should make that process easier for customers. | 09-30-2022 |
| Targeted Outreach to Wards 7 & 8 | In order for residents to have continuity of services to meet essential needs, the recertification of benefits is crucial. DHS will conduct targeted outreach in Wards 7 and 8 for recertification. DHS will also extend marketing of the mobile app and online functionality in Wards 7 and 8 to facilitate access to benefits. | 09-30-2022 |

| Strategic Initiative Title | Strategic Initiative Description | Proposed Completion Date |
|---|---|--------------------------|
| Distribution of STAY DC funds | DHS will distribute emergency funds to residents experiencing financial hardship relating to COVID-19 to pay for rent and utilities they would otherwise be unable to pay. These funds help prevent potential homelessness and other complex problems. Funds will be distributed until they are no longer available, or until September 2022, whichever comes first | 09-30-2022 |
| Expand workforce development services for Transgender/Gender Non-Conforming (TGNC), unstably housed individuals aged 25 and older | DHS will expand existing workforce development programs for LGBT+ youth to include LGBT+ individuals aged 25 and older, with goals of seeing 75% of participants complete all registered occupational skills training; 50% of participants secure unsubsidized career bearing employment; and 25% of participants secure subsidized employment | 09-30-2022 |

American Rescue Plan Act KPIs

| Measure | Directionality | ARPA Expenditure Code | ARPA Initiative | ARPA Sub-Initiative | ARPA Project Name | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual | FY 2022 Target |
|---|----------------|-----------------------|--|--------------------------------|----------------------------------|----------------|----------------|----------------|----------------|
| 1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures) | | | | | | | | | |
| Average length of time (days) experiencing homelessness (individuals) | Neutral | 3.11 | Build and Preserve Affordable Housing | Homeward DC (Individuals) | Homeward DC (Individuals) | 175 | 160 | 179 | No Target Set |
| Individuals becoming homeless for the first time | Neutral | 2.02 | Build and Preserve Affordable Housing | Eviction Prevention and Relief | Emergency Rental Assistance | 3428 | 2993 | 2340 | No Target Set |
| Number of new positive cases in emergency shelter (annual) | Neutral | 3.11 | COVID-19 Public Health Emergency Direct Response Costs | COVID-19 Response Costs | Human Services COVID-19 Response | New in 2022 | New in 2022 | New in 2022 | New in 2022 |
| 2 - Develop an effective system of care for families who experience homelessness. (2 Measures) | | | | | | | | | |
| Average length of time (days) experiencing homelessness (families) | Neutral | 3.11 | Build and Preserve Affordable Housing | Homeward DC (Families) | Homeward DC (Families) | 281 | 256 | 184.5 | No Target Set |
| Families becoming homeless for the first time | Neutral | 2.02 | Build and Preserve Affordable Housing | Eviction Prevention and Relief | Emergency Rental Assistance | 605 | 531 | 405 | No Target Set |
| 4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (3 Measures) | | | | | | | | | |
| Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average) | Up is Better | 2.03 | Reduction of Healthcare Disparities | Health | TANF Cost Support | 28.7 | 19.8 | 12.3 | 10 |

| Measure | Directionality | ARPA Expenditure Code | ARPA Initiative | ARPA Sub-Initiative | ARPA Project Name | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual | FY 2022 Target |
|--|----------------|-----------------------|-------------------------------------|---------------------|-------------------|----------------|----------------|----------------|----------------|
| Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average) | Up is Better | 2.03 | Reduction of Healthcare Disparities | Health | TANF Cost Support | 9 | 5.4 | 2.9 | 18 |
| Percent of TANF Employment Program Participants Who Participated in Eligible Activities | Up is Better | 2.03 | Reduction of Healthcare Disparities | Health | TANF Cost Support | 16% | 23.5% | 21.8% | 25% |

▼ American Rescue Plan Act WMs

| Measure | ARPA Expenditure Code | ARPA Initiative | ARPA Sub-Initiative | ARPA Project Name | FY 2019 Actual | FY 2020 Actual | FY 2021 Actual |
|--|-----------------------|---------------------------------------|---------------------|---------------------|----------------|----------------|----------------|
| 3 - Youth-Focused Diversion Services (1 Measure) | | | | | | | |
| Number of youth experiencing homelessness placed into a housing program through the Coordinated Assessment and Housing Placement (CAHP) system | 3.11 | Build and Preserve Affordable Housing | Homeward DC (Youth) | Homeward DC (Youth) | 16 | 22 | 349 |