

# Department of Human Services FY2023

**Agency** Department of Human Services

**Agency Code** JA0

**Fiscal Year** 2023

**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 2020 Actual	FY 2021 Actual	FY 2022 Target	FY 2023 Target
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)</b>					
Average length of time (days) experiencing homelessness (individuals)	Neutral	160	179	No Target Set	No Target Set
Individuals becoming homeless for the first time	Neutral	2993	2340	No Target Set	No Target Set
Percent of individuals returning to homelessness within 6-12 months	Neutral	5.4%	5.7%	No Target Set	No Target Set
<b>2 - Develop an effective system of care for families who experience homelessness. (3 Measures)</b>					
Average length of time (days) experiencing homelessness (families)	Neutral	256	184.5	No Target Set	No Target Set
Families becoming homeless for the first time	Neutral	531	405	No Target Set	No Target Set
Percent of families returning to homelessness within 6-12 months	Neutral	3.4%	2.2%	No Target Set	No Target Set
<b>3 - Implement a system of services and supports for youth, parenting youth and their families (7 Measures)</b>					
Percent of teen parents receiving services from the Teen Parent Assessment Program (TPAP) who do not have additional pregnancies	Up is Better	91.6%	95%	85%	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	73	90	36	36
Number of youth who exited the youth homelessness system to permanent, stable housing	Up is Better	69	45	48	48
Percent of teen parents who met the educational component of their Individual Responsibility Plan (IRP)	Up is Better	77%	80%	75%	75%

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY 2023 Target
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	84.3%	83.5%	85%	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	Not Available	Waiting on Data	60%	60%
Percent of youth who completed Youth Services Division programs without juvenile justice involvement while they were in the program	Up is Better	91.4%	95.3%	85%	85%
<b>4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (4 Measures)</b>					
Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	19.8	12.3	10	10
Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	5.4	2.9	18	18
Percent of TANF Employment Program Participants Who Participated in Eligible Activities	Up is Better	23.5%	21.8%	25%	25%
Percent of Newly Employed Customers Earning a DC Living Wage	Up is Better	62.8%	72.5%	35%	35%
<b>5 - Improve the customer experience at DHS service centers. (7 Measures)</b>					
Call Center: Abandonment Rate	Down is Better	23.5%	26.8%	40%	40%
SNAP Error Rate	Down is Better	Waiting on Data	Waiting on Data	10%	10%
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	Up is Better	95.3%	92%	95%	95%
Service Center Average Wait Time in Lobby (minutes)	Down is Better	Waiting on Data	Waiting on Data	110	110
Service Center Average Wait Time in non-Lobby (days)	Down is Better	4	Waiting on Data	7	7
Call Center: Average Wait Time (Minutes)	Down is Better	32.5	22	12	12
Service Center Same Day Completion Rate (Percent of Lobby Cases)	Up is Better	83.7%	Waiting on Data	85%	85%

## Operations

Operations Title	Operations Description	Type of Operations
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Activity)</b>		
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
<b>2 - Develop an effective system of care for families who experience homelessness. (1 Activity)</b>		

Operations Title	Operations Description	Type of Operations
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
<b>3 - Implement a system of services and supports for youth, parenting youth and their families (1 Activity)</b>		
Youth-Focused Diversion Services	<p>DHS, Family Services Administration (FSA), Youth Services Division (YSD) provides youth-focused services through the following programs:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>	Daily Service
<b>4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (1 Activity)</b>		
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
<b>5 - Improve the customer experience at DHS service centers. (1 Activity)</b>		

Operations Title	Operations Description	Type of Operations
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"> <li>• 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;</li> <li>• 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;</li> <li>• District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination;</li> <li>• District of Columbia's child care subsidy program; and</li> <li>• Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), and the D.C. Healthcare Alliance Program..</li> </ul>	Daily Service
<b>7 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)</b>		
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 2020 Actual	FY 2021 Actual
<b>1 - Homeless Services Continuum- Individuals (6 Measures)</b>		
Number of individuals experiencing homelessness (annual)	9253	8325
Average monthly housing placements (Individuals experiencing homelessness)	75	66
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	3947	3871
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	1337	1943
Number of homeless Veterans, Point-in-Time (PIT)	294	186
Average monthly housing placements (Veterans)	30	18
<b>2 - Homeless Services Continuum- Families (4 Measures)</b>		
Number of family households experiencing homelessness (annual)	1371	924
Number of housing placements annually (family households)	715	617
Number of family households experiencing homelessness, January Point-in-Time (PIT)	768	405
Average monthly census in family shelter	472	187
<b>3 - Youth-Focused Diversion Services (5 Measures)</b>		
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	Waiting on Data	Waiting on Data
Number of youth served by the Strengthening Teens Enriching Parents (STEP) program	364	80
Number of youth experiencing homelessness placed into a housing program through the Coordinated Assessment and Housing Placement (CAHP) system	22	349
Number of youth served in the Alternatives to the Court Experience (ACE) program	614	266
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	48	132

Measure	FY 2020 Actual	FY 2021 Actual
<b>4 - TANF and FSET Case Management and Employment Assistance (7 Measures)</b>		
Average Number of Families Entering TANF (Per Month)	331	920
Number of Families Re-certified for TANF Eligibility (Per Month)	Not Available	810.3
Total Number of Work-Eligible TANF Customers (Monthly Average)	10,544	44,025
Average Number of Families Exiting TANF (Per Month)	233	402
Average TANF Caseload (Per Month)	13,813	14,814
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	12,405	12,948.8
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	24,959	103,638
<b>5 - Eligibility Determination and Enrollment Support (12 Measures)</b>		
Medical Assistance: Number of Medicaid Applications	Waiting on Data	Waiting on Data
Medical Assistance: Number of Medicaid Applications that are Approved	Waiting on Data	Waiting on Data
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	258,723	Waiting on Data
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	14,840	Waiting on Data
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	Not Available	Waiting on Data
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	687	Waiting on Data
SNAP: Average SNAP Caseload (Per Month)	70,419	85,172
SNAP: Number of SNAP Applications (Monthly Average)	3953	4061
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	Not Available	3966
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	33,198	35,503
Call Center: Average Number of Calls Served (Per Month)	20,473	25,509
SNAP: Number of New Households Approved for SNAP and Receiving SNAP Benefits (Per Month)	2771	1791