



Department of Human Services DHS (JA)

MISSION

The mission of the Department of Human Services (DHS) is to coordinate and provide a range of benefits, goods and services that collectively create the enabling conditions for economically and socially challenged residents of the District of Columbia to enhance their quality of life and achieve greater degrees of self-sufficiency. DHS leads a coordinated and integrated community effort that recognizes and fulfills its responsibility to make easily accessible the resources and mechanisms that enable individuals and families to maximize their potential for self-sufficiency. Individuals and families respond by availing themselves of those resources and striving for self-sufficiency as a condition of receipt.

SUMMARY OF SERVICES

- Homeless Services – provides a continuum of services to individuals and families who are homeless or at risk of homelessness, so they can obtain/maintain improved housing;
- Family Services – provides social services, case management and crisis intervention to meet the needs of vulnerable adults and families with children;
- Income Assistance – assists low-income individuals and families obtain benefits; and,
- Agency Management – provides for administrative and operational support to achieve programmatic results.

AGENCY ACCOMPLISHMENTS

- ✓ In FY 11, DHS began implementing the Redesign of the Temporary Assistance for Needy Families (TANF) Program. Central to the redesign were the development and implementation of (a) a redesigned contracting model for the TANF Employment Program (TEP) vendors and (b) an on-line assessment tool. With the redesigned contracting model, DHS moved from a generic contracting model, which allowed only one-size-fits all approach to assisting TANF customers re-enter the job market, to a performance-based Human Care Agreement, which allows for an individualized approach based on the TANF customer's unique circumstances and needs. The redesigned contracting model is grounded in a new assessment tool, developed in concert with the U.S. Department of Health and Human Services. This new assessment enables DHS to better target services with the goal of more effectively assisting TANF clients secure employment or overcome barriers to employment, become self-sufficient, and transition off welfare. This new service delivery model offers TANF customers a suite of services to better match their goals, unique needs, and personal and family circumstances.

The Redesigned TANF also includes: TANF Orientation and Assessment as an Eligibility Requirement, Customized support, based on education and barriers to employment, Enforcement of Individual Responsibility Plans and Strength-based and solution-focused intervention and case management. **Mayoral priorities for this accomplishment relates to: Fiscal Stability, Job Creation and Self Determination**



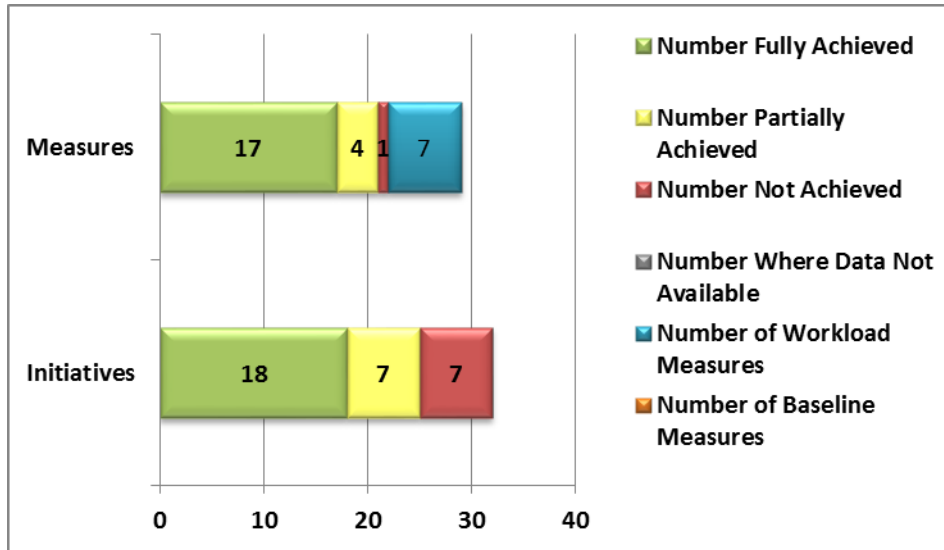
- ✓ DHS Created and implemented the innovative Sweat Equity program in partnership with the Family Services Administration, Department of General Services, The Community Partnership and United Planning Organization. The Sweat Equity program provides hands on training to homeless TANF recipients in the construction trade. Through this model, the family earns a living wage during the training, while also renovating an apartment building house that may become their actual home upon completion. The ultimate goal is to build upon the current model in order to increase program participation.

Program Highlights:

- Utilizes capital dollars to renovate government owned apartment units for sheltering homeless families, while providing training and apprenticeship opportunities for homeless TANF families in the building, construction, and interior design trades. The contractor is required to hire and utilize participants from a pre-selected pool of TANF recipients. Through the life of the project, participants will receive comprehensive wrap around services.
- Utilizes the TANF employment program for training and education to learn a new trade and avail themselves of the wraparound services associated with the program. The overarching goal of the program is to empower individuals with the tools – both in terms of life skills, as well as trade, to be self-sufficient after a period of 36 to 48 months.
- c. Requires financial management training program, Child Care Subsidy, and requires the creation of an individual development account, up to two years of subsidized rent while working and/or training. Additionally, a portion of rent by customer will support operating costs of building and program reinvestment. The program will assist with identifying essential supports based on IRP. Mayoral priorities for this accomplishment relate to: Job Creation (JC) (X) , Self Determination (SD) (X)
- Despite a nearly 25% increase in family homelessness, FSA met its obligation to provide shelter during the 2010-2011 hypothermia season for the 250 families who had nowhere else to go. In contrast to FY2009, the DC General Emergency Family Shelter residents have not experienced overcrowding. In addition, the shelter has enhanced the recreation services for children, and has opened a new computer lab to help children in school and families to return to mainstream housing and employment. **Mayoral priorities for this accomplishment relates to: Education Quality and Public Safety**



OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

- Fully achieved Partially achieved Not achieved Data not reported

Family Services Administration (FSA)

OBJECTIVE 1: Reduce homelessness in the District of Columbia.

- INITIATIVE 1.1: Transform the homeless service program.**
Response: Not Achieved. This initiative was not achieved due to the lack of available funding. If/when funding becomes available, this initiative will be reintroduced.
- INITIATIVE 1.2: Continue the Permanent Supportive Housing Program (PSH).**
Response: Partially Achieved. This initiative was not fully achieved due to anticipated budget pressures in FY 12. As a result, the target number of individuals to be housed was reduced. All other goals related to this initiative were fully achieved.
- INITIATIVE 1.3: Continue the Homeless Prevention and Rapid Re-housing Program (HPRP).**
Response: Fully Achieved. In FY 11, the Department of Human Services assisted approximately 100 residents with homeless prevention services, which includes: one time payment of rental or utility arrearages, case management services and legal services. In addition, approximately 161 residents with rental subsidies through the HPRP program.
- INITIATIVE 1.4: Continue the Permanent Supportive Housing Program for Veterans (PSHV).**
Response: Fully Achieved; In FY 11, DHS continued collaboration with the DCVA Medical Center to house 92 additional veterans in the Permanent Supportive Housing for Veterans (PSHV) program, in addition to housing, these veterans receive case management services.
- INITIATIVE 1.5: Develop a Family Assessment Center.**
Response: Not Achieved. This initiative was not achieved due to the lack of available funding. If/when funding becomes available, this initiative will be reintroduced.
- INITIATIVE 1.6: Develop an Individual Assessment Center.**
Response: Not Achieved. This initiative was not achieved due to the lack of available funding. This initiative is not feasible at this time. If/when funding becomes available, this initiative will be reintroduced.

OBJECTIVE 2: Design and implement a program to divert status offenders away from formalization.

- INITIATIVE 2.1: Continue the implementation of the pilot status offender diversion program.**
Response: Fully Achieved. In FY 11, DHS worked with the Justice Grants Administration to secure funding for both FY11 and FY12. As a result, the PASS program will operate until at least the end of FY 12, and additional youth in need of PASS services will be able to receive the supportive services needed.
- INITIATIVE 2.2: Pilot the status offender diversion program.**
Response: Partially Achieved. PASS opened its doors on October 4, 2011, and worked intensively with 156 youth and their families over the course of the fiscal year. The total



number of youth served was less than the goal of 200 because of a combination of delays in hiring the final social worker, as well as the discovery, through practice, that the level and length of staff commitment needed to devote to each youth/family was greater than anticipated.

OBJECTIVE 3: Provide assessment, intervention, stabilization and referral services for families in crisis through the Strong Families Program.

● **INITIATIVE 3.1: Administer critical support services to families in crisis.**

Response: Fully Achieved. In FY 11 2,117 were families provided with crisis intervention services. As part of the Emergency Response team, Strong Families provided emergency assessments, distributed emergency food cards to over 300 families who were affected by power outages or were displaced because their apartment buildings were condemned. In addition, Strong Families assisted with emergency utility payments to over 300 families, coupled with requests for burial assistance, counseling and connection to other District government agencies. Therefore, over 2,117 individuals and families were assisted by our staff.

● **INITIATIVE 3.2: Provide crisis intervention, assessments, and stabilization and referral services to DC residents during emergency situations.**

Response: Fully Achieved. The Strong Families staff was involved for several days assisting families affected by the power outage along the North Capitol Street corridor. In addition, Strong Families worked with families affected by private homes and apartment fires. In addition, Strong Families and the staff of ESA has been working on the Sweat Equity initiative, which places families living in transitional housing to work in the reconstruction of apartments in which they will eventually live.

● **INITIATIVE 3.3: Continue to lead the Case Management Review efforts of the Focus Improvement Area (FIA).**

Response: Partially Achieved. In FY11, DHS successfully referred and connected 223 families through the FIA. Referral services included, but were not limited to: pest abatement, employment services, mental health assessments, substance abuse services. This initiative was only partially achieved because the FIA initiative was concluded in the third quarter of FY11.

OBJECTIVE 4: Intervene to protect District residents who are vulnerable to abuse, neglect and exploitation; and reconnect fathers with their children.

● **INITIATIVE 4.1: Assess and implement a stabilization plan for teen parents.**

Response: Fully Achieved. In FY11, DHS through intensive case management by the Teen Parent Assessment Program (TPAP) successfully connected and referred program participants, who do not reside with their parents, to services that increase stability and self sufficiency. TPAP staff conduct workshops in local schools and recreational centers that were geared towards prevention, abstinence and safe sex initiatives, social skills and parenting skills.

● **INITIATIVE 4.2: Continue to foster, and successfully reconnect families through the Fatherhood Initiative**

Response: Fully Achieved. In FY11 DHS continued to administer competitive grants to community based organizations, as a result 902 non-custodial fathers were reconnected with their children. In order to facilitate these reconnections, the grantee organizations focused on healthy marriage, responsible parenting, and economic stability.

● **INITIATIVE 4.3: Investigate, assess and provide services for vulnerable adults from abuse,**



neglect, exploitation and risk through Adult Protective Services (APS)

Response: Partially Achieved. The Adult Protective Services (APS) program succeeded in its goal to ensure that at least 95% of referrals where initial client contact and investigations take place within specific timeframe. This means that virtually all claims of abuse were investigated within 10 business days. However, DHS fell short in achieving its second metric wherein the expectation was to substantiate, mitigate close or transfer to the Continuing Services Cluster within sixty working days. This is attributed to the persistent lack of staff to meet this obligation.

Economic Security Administration (ESA).....

[Formerly known as Income Maintenance Administration (IMA)]

OBJECTIVE 1: Implement system improvements to facilitate a person-centric approach to service delivery.

- **INITIATIVE 1.1: Implement and maintain the newly acquired web-based and document imaging technology.**

Response: Fully Achieved. In FY 11, ESA implemented the Document Imaging Management System (DIMS); this system is being used across the business process. Four of the five centers have fully scanned 100% of the active files. Scanning of the active files at the 5th center is presently underway. All newly acquired documents are immediately digitized. Each center has a team dedicated to scanning and managing the electronic case files.

- **INITIATIVE 1.2: Customize the front end client eligibility system to DHS programs' policies and procedures.**

Response: Not Achieved. The change in administration along with health care reform brought a change in course on this initiative. Because of the demands and funding strategy for a new health care system, it was determined that the most cost effective path would be through incorporating a new eligibility system with a health care system, the bulk of which would be funded at a 90% match. The Advanced Planning Document (APD) for this project was submitted and approved by the federal government in December, 2011, and multiple teams are meeting on this initiative weekly.

- **INITIATIVE 1.3: Support the implementation of a client risk assessment dashboard.**

Response: Not Achieved. The change in administration along with health care reform brought a change in course on this initiative. Because of the demands and funding strategy for a new health care system, it was determined that the most cost effective path would be through incorporating a new eligibility system with a health care system, the bulk of which would be funded at a 90% match.

OBJECTIVE 2: Streamline ESA center operations and improve quality assurance.

- **INITIATIVE 2.1: Complete the implementation of LEAN processes (operational efficiencies) at ESA service centers.**

Response: Fully Achieved. The LEAN process demands an ongoing refinement based on business process needs. Because of an increasing caseload and a continued reduction in staff, the all-hands-on-deck policy was amended to strike a balance in addressing the needs of customers in the center waiting rooms, and completing the processing assignments for all respective cases in a timely manner.

- **INITIATIVE 2.2: Improve accuracy of food stamp eligibility determinations.**



Response: Fully Achieved. In FY 11, the Food Stamp Error Rate was 2.6%, which was well under the 5% projection. This is attributed to periodic staff trainings and Quality Control best practices training on the FNS 310 handbook. As a result, the Food Stamp accuracy rate has improved bringing the District below the national average.

● **INITIATIVE 2.3: Redesign the eligibility determination process.**

Response: Not Achieved. The redesign of the eligibility determination process is in Progress. The present day process has been fully documented, the LEAN process provides for continual refinement. However, a full redesign will be a part of Health Care reform and the new front end system.

OBJECTIVE 3: Realign ESA staff to better serve customer needs.

● **INITIATIVE 3.1: Develop a cadre of case coordinators to work with the highest risk clients.**

Response: Fully Achieved. In FY 11, ESA partnered with the Strong Families Program of FSA, to serve the high risk TANF customers. Ultimately DHS augmented the resources of an existing program which proved to be a more efficient and effective manner of providing case coordination rather than building a stand alone unit within ESA.

● **INITIATIVE 3.2: Develop and implement a staff realignment plan.**

Response: Fully Achieved. In FY 11, there were two major realignments to address evolving needs of the administration. First, the Case Records Management Unit (CRMU) was created to administer the new document imaging system. This required staff at each service center, and across all levels to retrain on a new technology and new business process. Also, the Office of Work Opportunity (OWO) is being realigned to create the TANF Connections Unit, which is charged with conducting orientations and assessments for TANF customers.

● **INITIATIVE 3.3: Transition the Low Income Heat and Energy Assistance Program (LIHEAP) staff from the District Department of the Environment (DDOE) to ESA.**

Response: Fully Achieved. In FY 11, DHS transitioned 20 LIHEAP staff members over to ESA facilities. The purpose of the realignment plan is to provide a single point of contact for shared customers. As the new eligibility systems are built, cross-functionality of workers will be incorporated.

OBJECTIVE 4: Implement Temporary Assistance to Needy Families (TANF), Medical Assistance and Food Stamp policy changes to improve integrity, access and program efficiency.

● **INITIATIVE 4.1: Modify and enhance the customer's TANF orientation and preliminary assessment as a condition of TANF eligibility.**

Response: Fully Achieved. In FY 11, the On-Line Work Readiness Assessment (OWRA) was created and is able to assess TANF customers, In addition, a new orientation video was developed, which will be used as a part of the orientation process. A manager for the TANF Connection Unit was hired, and all TANF customers who are recertifying will be required to undergo an orientation and assessment. As a result, clients will remain informed of specific requirements, and all of their needs will be assessed in order to ensure that they are receiving the proper supportive services.

● **INITIATIVE 4.2: Redesign the TANF Employment Program (TEP) to better meet customer needs and support customer self sufficiency goals.**

Response: Partially Achieved. In FY11, the TEP program was completely redesigned, a white Paper was published which outlined the changes, and the first task orders of the new Human



Care Agreements will be issued in early FY12. As a result of this redesign, a new assessment tool will be utilized. This assessment will enable DHS to better target services with the goal of more effectively assisting TANF clients secure employment or overcome barriers to employment, become self-sufficient, and transition off welfare.

- **INITIATIVE 4.3: Revise policies and procedures to better support the personal responsibility goals of TANF.**

Response: A new sanction policy was published in the fall of 2011. The proposal is now before council awaiting approval. Along with other policy changes, there will be a more strictly enforced requirement of TANF customers to both participate in work activities, and also address their respective barriers to employment.

- **INITIATIVE 4.4: Convert newly eligible Medicaid recipients from the DC Healthcare Alliance to Medicaid.**

Response: Fully Achieved. In July, 2011, all newly eligible Medicaid recipients were converted from the Alliance to Medicaid; this was a conversion of over 25,000 individuals.

Agency Management

OBJECTIVE 1: Continue the re-engineering of the physical, technological and labor force structure of the Department of Human Services (DHS) to serve District residents more efficiently and effectively.

- **INITIATIVE 1.1: Complete the procurement of necessary software and hardware for an integrated benefit acquisition system.**

Partially Achieved. The change in administration along with health care reform brought a change in course on this initiative. Because of the demands and funding strategy for a new health care system, it was determined that the most cost effective path would be through incorporating a new eligibility system with a health care system, the bulk of which would be funded at a 90% match. Despite the change in circumstances, DHS completed the Advanced Planning Document (APD) for this project was submitted and approved by the federal government in December, 2011, and multiple teams are meeting on this initiative weekly, with the result that the District is on course to procure the necessary components of the system in FY 12 and meet the health reform implementation deadlines in FY 13 and FY 14.

OBJECTIVE 2: Enhance program quality and oversight functions.

- **INITIATIVE 2.1: Expand the Performance Review, Improvement and Management Evaluation Program (PRIME).**

Not Achieved. In FY 11, a total of three out of a projected twenty PRIME sessions were held under the previous DHS Director. Upon the arrival of the current DHS director, a decision was made to not move forward with the PRIME initiative sessions.

OBJECTIVE 3: Develop an Early Warning System for Risks and Issues.

- **INITIATIVE 3.1: Develop a Risk Management System.**

Partially Achieved. The plan to move the Risk Management function into the Office of Program Review, Monitoring and Investigation (OPRMI) was a part of the DHS



realignment being developed by the previous DHS Director under the direction of the previous Mayor. This realignment was not approved at the mayoral level prior to the administration change. Despite the change in direction, some progress was made toward the development of the risk management system including: Drafting the ADA Compliance and Requests for Modification Policy and providing court mandated training to shelter staff; development of an Incident Management Policy and the provision of training to over 300 homeless shelter staff on how to report unusual incident using the newly developed web based system; and the development and implementation of new survey instruments that could more easily identify and prevent potential risks and issues throughout the homeless services continuum.

- **INITIATIVE 3.2: Enhance Monitoring of DHS Contractors and Subcontractors.**
Fully Achieved. In FY 11 the Department of Human Services completed the following activities which supported the enhancement of Monitoring of agency contractors and subcontractors:
(1) OPRMI hired an ADA Coordinator who aggressively addressed outstanding ADA issues, both staff related and within the Homeless services provider network.
(2) Three homeless services monitors were transferred from FSA to OPRMI to monitor shelter providers and provide a degree of independence from FSA in the completion of monitoring reports and addressing deficiencies.
(3) The ADA Coordinator and Homeless Compliance Monitors conducted random inspections of DHS contractors and subcontractors with priority on those under a corrective action plan to ensure compliance; in addition, regular site inspections are made as required by appropriate statutes.

- **INITIATIVE 3.3: Develop a Centralized Reporting System for Fraud, Unusual Incidents and Complaints.**
Fully Achieved. In May 2011, OPRMI developed a web-based system that captures fraud, unusual incidents and complaints that are vetted and forwarded to the appropriate OPRMI Division for action. This web-based system provides an easier way for District residents to submit reports pertaining.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
Homeless Services								
●	1.1	# of formerly homeless individuals receiving housing and supportive services through the Permanent Supportive Housing Program	794	951		3284	345.32%	HOMELESS SERVICES PROGRAM
●	1.2	# of formerly homeless families receiving housing and supportive services through the Permanent Supportive Housing Program	195	230		988	429.57%	HOMELESS SERVICES PROGRAM
●	1.3	% of participants in the Permanent Supportive Housing Program that were housed in the prior two fiscal years that maintain housing in the current fiscal year.	94	95		100%	105.26%	HOMELESS SERVICES PROGRAM
●	1.4	# of households provided homeless prevention resources through the HPRP	460	650		680	104.62%	HOMELESS SERVICES PROGRAM
●	1.5	# of households provided rental subsidies through the HPRP	160	190		1331	700.53%	HOMELESS SERVICES PROGRAM
●	1.6	# of homeless veterans who receive housing and supportive services through the Permanent Supportive Housing for Veterans Program	105	100		627	627%	HOMELESS SERVICES PROGRAM



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.7	# of homeless seniors who receive housing and supportive services through the special populations initiative	25	25		23	92%	HOMELESS SERVICES PROGRAM
Family Services Administration								
●	3.1	# of families provided with crisis intervention and stabilization services through the Strong Families Program	1209	900		2076	230.67%	FAMILY SERVICES
●	3.2	% of individuals & families experiencing emergencies that are successfully stabilized (i.e., their immediate critical need for housing, food clothing, medical services and/or mental health services are met), referred and engaged in needed services through	64	85		100%	117.65%	FAMILY SERVICES
●	3.3	% of individuals/families successfully referred and connected (i.e. gain access) to needed services through the FIA initiative.	73	85		69.69%	81.99%	FAMILY SERVICES
●	3.4	% of teen parents who are successfully assessed , certified and case management services provided (i.e, their immediate critical need for housing, food, clothing medical services and/or mental health services are met) through the Teen Parent Assessment Pr	65	85		100%	117.65%	FAMILY SERVICES



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	3.5	% of teen parents receiving services from the Teen Parent Assessment Program that do not have additional pregnancies within 12 months of initial referral	100	80		97.59%	121.99%	FAMILY SERVICES
●	3.6	% of referrals in non-emergency cases and investigation takes place within ten working days for the Adult Protective Services Program	90	95		94.63%	99.61%	FAMILY SERVICES
●	3.7	% of cases where investigations, substantiation of allegations, the provision of services to mitigate immediate risk have been completed and referrals to the continuing services unit are completed within sixty working days for the Adult Services Program.	84	93		78.86%	84.80%	FAMILY SERVICES
●	3.8	% of client cases where substantiated allegations and identified risk to clients has been mitigated before case closure within the Adult Protective Services Program	81	98		100%	102.04%	



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	3.9	% of youth participating in the Parent and Adolescent Support Services (PASS) Program that have reported decreases in curfew violations, runaways and truancy	0	0		46.81%		FAMILY SERVICES
●	3.1	# of youth served through the Parent and Adolescent Support Services (PASS) Program	0	200		357	178.50%	FAMILY SERVICES
●	4.1	# of non-custodial fathers reconnected with their children (i.e., actively engaged in their children's life) through the Fatherhood Initiative	601	400		902	225.50%	FAMILY SERVICES
●	4.2	% of non-custodial fathers served through the Fatherhood Initiative whom are reconnected with their children (i.e., actively engaged in their children's life)	63	75		48.35%	64.47%	FAMILY SERVICES
Income Maintenance								
●	2.1	Average IMA service center wait time	52	70		297	424.29%	INCOME MAINTENANCE
●	2.2	Food Stamp error rate	4.58	5		100%	2000%	INCOME MAINTENANCE
●	2.3	% of work eligible clients meeting full work participation requirements	5	7		8.95%	127.84%	
●	2.4	% of new applicants who completed their assessment and orientation from the date of implementation	0	70				INCOME MAINTENANCE



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	4.1	% of work eligible TANF recipients assigned to a TEP vendor with zero work participation hours who have not been sanctioned	3.88	5				INCOME MAINTENANCE
●	4.2	% of new Alliance recipients who provided DC residency	100	100		100%	100%	INCOME MAINTENANCE
●	1.1	% of transactions, via new benefits portal, once implemented	0	5				INCOME MAINTENANCE
●	1.2	% of reduction of visits to the IMA service center from 2010	0	2				INCOME MAINTENANCE
Agency Management								
●	2.1	# of DHS PRIME sessions held	20	35				AGENCY MANAGEMENT PROGRAM
●	2.2	% of sub-grantee's budget spent on programmatic costs	0	65				AGENCY MANAGEMENT PROGRAM