



Department of Human Services DHS (JAO)

MISSION

The mission of the District of Columbia Department of Human Services (DHS), in collaboration with the community, is to assist low-income individuals and families to maximize their potential for economic security and self-sufficiency.

SUMMARY OF SERVICES

The mission of DHS is achieved via the following agency programs:

- Agency Management – provides for administrative and operational support to achieve programmatic results.
- Family Services Administration
 - Homeless Services – provides a continuum of services to individuals and families who are homeless or at risk of homelessness, so that they can obtain and/or maintain improved housing; and
 - Family Services – provides social services, case management and crisis intervention to meet the needs of vulnerable adults and families with children.
- Economic Security Administration
 - Income Assistance Services –
 - Administers the Temporary Assistance for Needy Families (TANF) program, which provides temporary income support assistance for low-income families while helping them improve their long-term employability and achieve family-sustaining income;
 - Administers the Food Stamp program, which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability; and
 - Administers the District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination.
 - Eligibility Determination Services –
 - Determines eligibility for the District of Columbia’s child care subsidy program and an array of Federal and District medical assistance programs, including Medicaid, Children’s Health Insurance Program (CHIP), and the D.C. Healthcare Alliance Program.



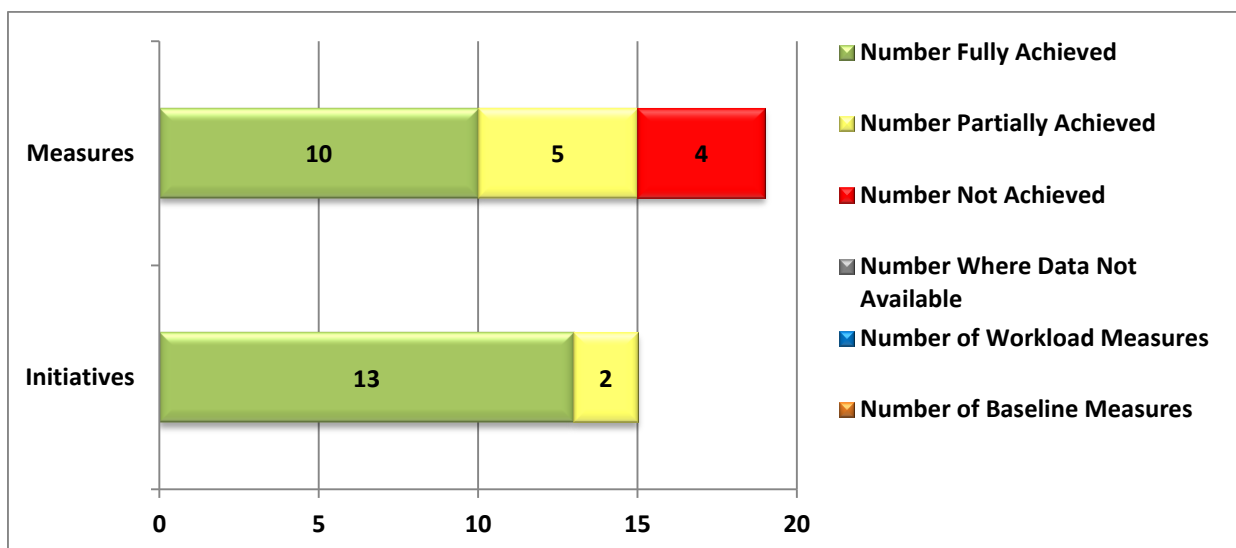
ACCOMPLISHMENTS

- ✓ DHS continued to successfully implement the TANF Redesign, as a part of this initiative, assessments and customized individuals plans were completed for over 20,000 customers.
- ✓ DHS continued to improve services provided through the DC Access program for residents.
- ✓ DHS successfully relocated The Virginia Williams Family Resource Center (VWFRC), to its previous and now permanent location at 920 Rhode Island Avenue, NE. VWFRC is an integrated service center for families experiencing housing instability.

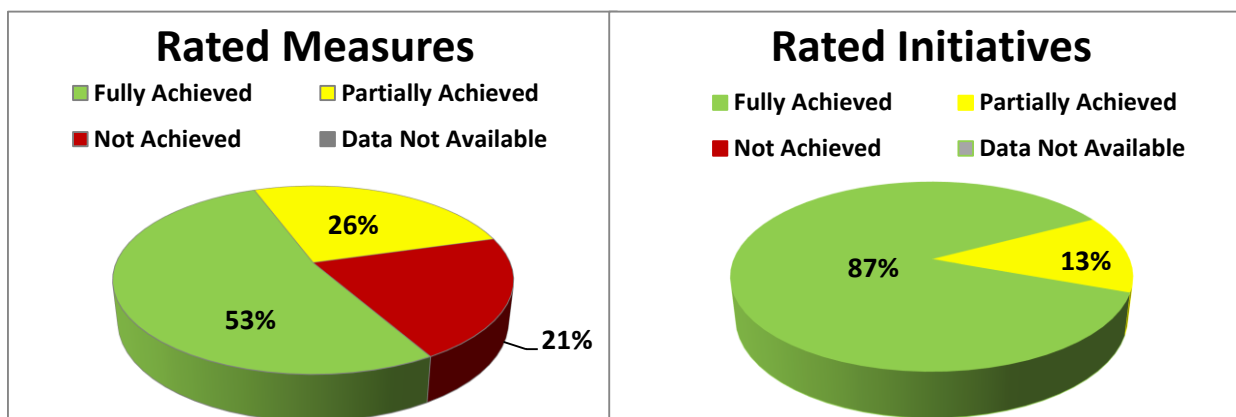


OVERALL AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

- Fully achieved ● Partially achieved ● Not achieved ● Data not reported

Agency Management

OBJECTIVE 1: Coordinate and provide administrative and quality control support mechanisms to assist low-income individuals and families maximize their potential for economic security and self-sufficiency.

INITIATIVE 1.1: Implement the Affordable Care Act mandates for the District of Columbia as part of the consolidated health and human services modernization project.

Fully Achieved. In FY 2014, 51,029 people enrolled through DC Health Link in private health plans or Medicaid:

- 12,530 people enrolled in private health plans through the DC Health Link individual and family marketplace;
- 13,779 people enrolled through the DC Health Link small business marketplace; and
- 24,720 people were determined eligible for Medicaid coverage through DC Health Link.

INITIATIVE 1.2: Expand existing personnel to better serve District residents.

- **Fully Achieved.** In FY14, DHS hired and trained 34 additional staff members in the Office of Work Opportunity (OWO). This expansion allowed for additional case coordination services for TANF customers.

INITIATIVE 1.3: Develop a comprehensive Risk Management Assessment

- **Partially Achieved.** In FY14, DHS began the planning process for a comprehensive Risk Management Assessment, which mainly included the development of a Risk Assessment tool.

Economic Security Administration

OBJECTIVE 1: Facilitate an integrated approach to service delivery (Including One City Action Plan Action 2.3.5).

INITIATIVE 1.1: Develop, test, and implement a plan to provide integrated case management services to improve stability of families in crisis and improve outcomes.

- **Fully Achieved:** DHS now has completed assessments and customized individual responsibility plans for all existing TANF customers. In addition, DHS designed and implemented an integrated TANF and Homeless Services intake and case coordination process for homeless families. In FY14, DHS hired and trained additional personnel in the Office of Work Opportunity (OWO) to provide case coordination services for TANF customers. Additionally, DHS worked with DBH to hire a mental health professional for each of the family resource centers, and provided co-located staff from Office of the Attorney General Child Support Services and the State Superintendent for Education for placement and transportation for children in shelter. ESA assigned case coordinators to the Child and Family Services Agency (CFSA) to provide technical assistance to CFSA staff on unifying case plans, assessing new families, and working with teen parents aging out of foster care to reduce incidences of homelessness and improve their economic stability. ESA also entered into a partnership with DBH to expand upon the District's 12 Cities Initiative, which provides blended funding and services for individuals with multiple barriers (including substance abuse, mental health and AIDS/HIV risk.)



INITIATIVE 1.2: Continue to implement the new TANF Employment Program.

- **Fully Achieved.** In FY14, ESA expanded the Food Stamp Employment and Training (FSET) program to include sister agencies (OSSE and DOES) as well as third party grantees. In FY14, ESA also moved FSET from a mandatory program to an all-volunteer program.

OBJECTIVE 2: Streamline operations and improve quality assurance.

INITIATIVE 2.1: Redesign the eligibility determination process.

- **Fully Achieved.** In FY14, DHS continued to play a key role in the design and development of the new eligibility system. The first phase of the system, which served individuals covered under the Affordable Care Act, was deployed in FY14. The new eligibility system will provide new forms of access to public benefits for residents. This includes the implementation of telephone and online applications for medical assistance, new call center functionality, and paper and electronic notices provided through an online account.

INITIATIVE 2.2: Develop and implement a staff realignment plan.

- **Partially Achieved.** In FY14, ESA's Office of the Administrator initiated a workgroup, which included union and other agency staff to develop a realignment plan that better aligns staff qualifications with roles; complements the new business process; and ensures that staff resources are allocated to meet customer needs

INITIATIVE 2.3: Implement revised policies and procedures to better support the personal responsibility goals of TANF.

- **Fully Achieved:** In FY 14, DHS continued to expand and enhance the TANF program. After implementing the new assessment tool for all customers in FY13, DHS built a stronger support and referral network for customers so that they could better achieve their personal responsibility goals. DHS strengthened the interaction with homeless services and CFSA and moved into the new Virginia Williams intake center to better meet the needs of families exhibiting housing instability. DHS co-located with DBH staff, so that when customers are screened with mental health issues, they have immediate access to a mental health professional who has knowledge of and access to the mental health provider network. DHS also invested in a partnership with DBH and HAHSTA through the 12 Cities initiative, which supports three providers who work with customers experiencing multiple barriers, including mental health, substance abuse and AIDS/HIV. Additionally, DHS also opened a new TANF assessment center at the Fort Davis Service Center.

Family Service Administration

OBJECTIVE 1: Address the needs of the homeless in the District of Columbia.

INITIATIVE 1.1: Continue providing permanent supportive housing to individuals, families and seniors.

- **Fully Achieved.** In FY14, DHS increased the number of scattered site placements in the permanent supportive housing program by 150; this includes services focused on the senior adult population. Additionally DHS maintained permanent supportive housing beyond the scattered sites component at three (3) site-based projects for women and families and completed construction on a new site-based project for 40 veterans and chronically homeless men.



INITIATIVE 1.2: Continue the Emergency Solutions Grants Program (ESG).

- Fully Achieved.** The ESG is funded by the Department of Housing and Urban Development (HUD) to fund prevention and re-housing services for individuals and families who are homeless or at-risk of homelessness. In FY14, the ESG provided prevention assistance to approximately 100 families and 75 individuals. DHS will continue to work with The Community Partnership for the Prevention of Homelessness (TCP) to continue the implementation of ESG.
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OBJECTIVE 2: Reduce status offenses (truancy, running away, curfew violations, and extreme disobedience) in the District of Columbia.

INITIATIVE 2.1: Continue implementation of the Parent and Adolescent Support Services Program (PASS).

- Fully Achieved.** In FY14, PASS expanded its direct service menu to include the Transition to Independence Process (TIP), an evidence-based case management model implemented in partnership with the Department of Behavioral Health. In addition, PASS introduced a new diversion initiative, also in partnership with the Department of Behavioral Health, called the Alternatives to the Court Experience (ACE) Diversion Program, which diverts youth from court involvement by instead linking them to needed behavioral health services.
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OBJECTIVE 3: Provide assessment, intervention, stabilization and referral services for families in crisis.

INITIATIVE 3.1: Administer critical support services to District families in crisis and coordinate services for TANF and SSI recipients presented with barriers to self-sufficiency.

- Fully Achieved.** In FY14, the Strong Families Program provided immediate crisis intervention, stabilization and assessment services to approximately 1,000 District families experiencing acute crisis through intense case management and referral services.
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INITIATIVE 3.2: Provide emergency services assistance to District families during emergency situations.

- Fully Achieved.** In FY 14, over 1,000 residents experienced a crisis and were served by the Strong Families program. These services included crisis intervention, stabilization, case management and relocation services to District families experiencing crisis due to emergency situation (critical incidents) such as building closures, natural disasters, fire emergencies, power outages and crime emergencies.
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OBJECTIVE 4: Intervene to protect District residents who are vulnerable to abuse, neglect and exploitation and promote positive youth development and growth despite current challenges and circumstances.

INITIATIVE 4.1: Investigate, assess and provide services for vulnerable adults at risk of abuse, neglect, self-neglect and exploitation through Adult Protective Services Program (APS)

- Fully Achieved.** In FY 14, APS investigated 829 referrals; each referral was assessed for perceived risk(s) and prior to case transfer or closure, and all emergent risks were mitigated. Additionally, APS continued to build upon the process of implementing procedures to streamline policies and practices to improve the quality of services. Some of these included: establishing a mandatory reporter's training curriculum, enhancing mandatory reporter awareness, and revising program its policies and procedures.
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NITIATIVE 4.2: Assess and implement a stabilization plan for teen parents who receive TANF and have not yet earned their high school diploma or GED.

- **Fully Achieved.** The Teen Parent Assessment Program (TPAP) provides services to teen parents ages 17 and under who receive TANF. TPAP's goal is to move program participants towards self-sufficiency through completion of their high school or GED program. In FY14, TPAP staff received training in the evidence-based case management model, Transition to Independence Process (TIP).



Key Performance Indicators – Assessment Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
Economic Division								
●	2.1	Food Stamp error rate percentage	0	3.5%		6.6%	3.50%	INCOME MAINTENANCE
●	2.2	Percent of new TANF or recertifying applicants who completed their preliminary assessment and orientation from the date of implementation	100%	100%		100%	100%	INCOME MAINTENANCE
●	2.3	Percent of vendor assigned not-employed TANF customers who meets his/her full monthly work participation requirements	15%	20%		30.92%	154.61%	INCOME MAINTENANCE
●	2.4	Percent of customers placed by "Job Placement" provider in unsubsidized employment	26%	26%		30.53%	117.44%	INCOME MAINTENANCE
●	2.5	Percent of customers placed by "work readiness" provider in unsubsidized employment	20%	20%		25.29%	126.45%	INCOME MAINTENANCE



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	2.6	Percent of customers placed in unsubsidized employment by “job placement” provider who meets his/her full monthly work participation requirements	48%	48%		35.16%	73.24%	INCOME MAINTENANCE
●	2.7	Percent of customers placed in unsubsidized employment by “Work Readiness” provider who meets his/her full monthly work participation requirements	56%	56%		25.29%	42.16%	INCOME MAINTENANCE
●	2.8	Number of TANF recipients who exit off of TANF due to increased income. (Including One City Action Plan Action 2.3.5)	1,058	1,819		1,708	93.9%	INCOME MAINTENANCE
Family Services Administration								
●	1.1	Number of formerly homeless households receiving housing and supportive services through the permanent supportive housing	1,333	1,395		1,398	100%	FAMILY SERVICES
●	1.2	Percent of participants in permanent supportive housing that were housed in the prior fiscal year that maintain housing in the current fiscal year	93%	90%		94%	95.54%	FAMILY SERVICES



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
	● 2.1	Percent of youth engaged in the Parent and Adolescent Support Services Program whose cases are closed successfully due to reported decreases in curfew violations, running away, truancy and extreme disobedience.	66%	60%		78.42%	130.70%	FAMILY SERVICES
	● 3.1	Number of families provided with crisis intervention and stabilization services through the Strong Families Program	1,134	1,300		963	74.08%	FAMILY SERVICES
	● 3.2	Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	0	95%		99.04%	95.92%	FAMILY SERVICES
	● 4.1	Percent of referrals in non- emergency cases where initial client contact and investigation takes place within ten working days for the Adult Protective Services Program	99%	95%		98.71%	103.91%	FAMILY SERVICES



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
	● 4.2	Percent of cases where investigations, substantiation of allegations, the provision of services to mitigate immediate risk have been completed and are transferred to the continuing services unit are completed within sixty working days for the Adult Protection	83%	95%		82.22%	86.55%	FAMILY SERVICES
	● 4.3	Percent of client cases where substantiated allegations and identified risk to clients has been mitigated before case closure within the Adult Protective Services Program	100%	100%		94.97%	94.97%	FAMILY SERVICES
Agency Management								
	● 1.1	Percent of shelter and supportive housing staff trained on new Unusual Incident reporting system	100%	100%		100%	100%	AGENCY MANAGEMENT PROGRAM
	● 1.2	Number of homeless service programs monitored	91	101		101	100%	AGENCY MANAGEMENT PROGRAM
	● 1.3	Percent of upgrades made to DHS facilities that serve the public	0	75%		75%	100%	AGENCY MANAGEMENT PROGRAM