

Department of Human Services FY2021

Agency Department of Human Services

Agency Code JA0

Fiscal Year 2021

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

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)					
Individuals becoming homeless for the first time	Neutral	6933	3428	2993	No Target Set
Average length of time (days) experiencing homelessness (individuals)	Neutral	113	175	160	No Target Set
Percent of individuals returning to homelessness within 6-12 months	Neutral	6.8%	7.5%	5.4%	No Target Set
2 - Develop an effective system of care for families who experience homelessness. (3 Measures)					
Families becoming homeless for the first time	Neutral	415	605	531	No Target Set
Average length of time (days) experiencing homelessness (families)	Neutral	350	281	256	No Target Set
Percent of families returning to homelessness within 6-12 months	Neutral	1.6%	2.1%	3.4%	No Target Set
3 - Implement a system of services and supports for youth, parenting youth and their families (7 Measures)					
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	47%	42.3%	Not Available	60%
Percent of teen parents who met the educational component of their Individual Responsibility Plan (IRP)	Up is Better	76%	63.8%	77%	75%
Number of youth who exited the youth homelessness system to permanent, stable housing	Up is Better	50	23	69	48
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	8	31	73	36

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
Percent of teen parents receiving services from the Teen Parent Assessment Program (TPAP) who do not have additional pregnancies	Up is Better	99%	85.1%	91.6%	85%
Percent of youth who completed Youth Services Division programs without juvenile justice involvement while they were in the program	Up is Better	90.8%	88.9%	91.4%	85%
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	80.8%	86.4%	84.3%	85%
4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (4 Measures)					
Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	10	28.7	19.8	10
Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	15.2	9	5.4	18
Percent of TANF Employment Program Participants Who Participated in Eligible Activities	Up is Better	18.5%	16%	23.5%	25%
Percent of Newly Employed Customers Earning a DC Living Wage	Up is Better	33.5%	41.8%	62.8%	35%
5 - Improve the customer experience at DHS service centers. (7 Measures)					
Call Center: Abandonment Rate	Down is Better	50.2%	62%	23.5%	40%
SNAP Error Rate	Down is Better	14.5%	15.7%	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	95.4%	95.5%	95.3%	95%
Service Center Average Wait Time in Lobby (minutes)	Down is Better	113	122.5	Waiting on Data	110
Service Center Average Wait Time in non-Lobby (days)	Down is Better	6.5	5	4	7
Call Center: Average Wait Time (Minutes)	Down is Better	16	23.8	32.5	12
Service Center Same Day Completion Rate (Percent of Lobby Cases)	Up is Better	84.8%	85%	83.7%	85%

Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Activity)			

Operations Header	Operations Title	Operations Description	Type of Operations
HOMELESS SERVICES CONTINUUM-INDIVIDUALS	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	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)			
Youth Services	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. 	Daily Service

	Operations Title	Operations Description	Type of Operations
		<p>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.</p> <ul style="list-style-type: none"> • 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. 	

4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (1 Activity)

TEMPORARY ASST TO NEEDY FAMILIES (TANF)	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
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5 - Improve the customer experience at DHS service centers. (1 Activity)

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Operations Header	Operations Title	Operations Description	Type of Operations
ELIGIBILITY DETERMINATION SERVICES	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 MGMT	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

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
1 - Homeless Services Continuum- Individuals (6 Measures)			
Number of individuals experiencing homelessness (annual)	12,343	11,096	9253
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	3770	3875	3947
Number of homeless Veterans, Point-in-Time (PIT)	302	292	294
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	1586	1374	1337
Average monthly housing placements (Individuals experiencing homelessness)	188	116	75
Average monthly housing placements (Veterans)	115	47	30
2 - Homeless Services Continuum- Families (4 Measures)			
Number of family households experiencing homelessness (annual)	1545	1537	1371
Number of housing placements annually (family households)	621	788	715
Number of family households experiencing homelessness, January Point-in-Time (PIT)	924	815	768

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Average monthly census in family shelter	670	534	472
3 - Youth-Focused Diversion Services (5 Measures)			
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	51	47	48
Number of youth served by the Strengthening Teens Enriching Parents (STEP) program	498	444	364
Number of youth experiencing homelessness placed into a housing program through the Coordinated Assessment and Housing Placement (CAHP) system	13.8	16	22
Number of youth served in the Alternatives to the Court Experience (ACE) program	693	778	614
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	498	444	364
4 - TANF and FSET Case Management and Employment Assistance (7 Measures)			
Total Number of Work-Eligible TANF Customers (Monthly Average)	8118	9380	10,544
Average Number of Families Entering TANF (Per Month)	402	346	331
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	19,547	22,248	24,959
Average Number of Families Exiting TANF (Per Month)	413	350	233
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	9551	11,036	12,405
Average TANF Caseload (Per Month)	11,651	12,544	13,813
Number of Families Re-certified for TANF Eligibility (Per Month)	605	644	Not Available
5 - Eligibility Determination and Enrollment Support (12 Measures)			
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	3340	3081	Not Available
Medical Assistance: Number of Medicaid Applications	3518	10,613	Waiting on Data
SNAP: Number of SNAP Applications (Monthly Average)	3367	3205	3953
Medical Assistance: Number of Medicaid Applications that are Approved	3564	10,940	Waiting on Data
SNAP: Average SNAP Caseload (Per Month)	68,828	65,447	70,419
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	37,128	32,615	33,198
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	259,558	259,356	258,723
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	15,315	14,987	14,840
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	779	831	Not Available
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	581	558	687
Call Center: Average Number of Calls Served (Per Month)	18,321	12,348	20,473
SNAP: Number of New Households Approved for SNAP and Receiving SNAP Benefits (Per Month)	2514	2350	2771

Strategic Initiatives

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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 launch new efforts to build a culture that promotes employee engagement, inclusion, and equity. Specifically, the agency will redefine values through an inclusive process and revise long-term strategic goals. The agency will also build internal capacity for racial equity efforts by creating a team dedicated to designing, coordinating, and organizing racial and social equity plans to accomplish changes to policies, practices, and systems.	09-30-2021
Eligibility Determination and Enrollment Support (1 Strategic Initiative)		
Improve Access to Benefit Eligibility and Enrollment Services	DHS will reduce call center volume, abandonment rates, and repeat service center visits; reduce payment error rates; and improve public benefit program compliance with Federal and local requirements. DHS will make these improvements based on implementing findings of our program review processes, using a quality improvement team model.	09-30-2021
Homeless Services Continuum- Families (2 Strategic initiatives)		
Improve Voucher Utilization	DHS and stakeholders will reduce the length of the housing process connecting residents to vouchers. Currently the process takes an average of five to six months from beginning to lease up, and the goal is to reduce the process to an average of three months. In addition, all FY20 and 90% of FY21 vouchers will be leased by the end of FY21.	09-30-2021
Enhance Service Delivery for Families Enrolled in the Family Rehousing and Stabilization Program (FRSP)	DHS will launch a case management program which provides both housing and TANF Employment and Education Program services. This joint Economic Security Administration and Family Services Administration model will be designed to help families in the Family Rehousing and Stabilization Program be assigned to case management services upon lease up. The model will offer client-driven services using a Two Generational approach with a focus on housing stability, education and growing economic security. The new case management model will fit within a progressive engagement framework that allows for a Permanent Supportive Housing referral within the first six to nine months or sooner if warranted.	09-30-2021
Homeless Services Continuum- Individuals (2 Strategic initiatives)		
Implement Redesigned Permanent Supportive Housing Program for Individuals that is Client-Focused, Flexible and Primed for Future Medicaid Billing	DHS will contract with providers to deliver a newly redesigned Permanent Supportive Housing Program for Individuals, providing housing navigation and stabilization services. The redesigned program will be anchored by clear provider performance metrics, Permanent Supportive Housing client outcomes, and a tiered service delivery and provider reimbursement model.	09-30-2021
Streamline Intake for Single Adults	DHS will develop a standardized process for intake and referrals for adult singles entering the homeless services system. The new process will minimize uncertainty and clarify expectations for clients and staff, ultimately helping to ensure equity, clarity, and promote timely exits from our homeless services system.	09-30-2021
TANF and FSET Case Management and Employment Assistance (3 Strategic initiatives)		
Implement the Next Phase of 2Gen Strategy	DHS will implement newly developed case coaching and career ladder tools to further support TANF customers' entry into high-growth career pathways. These newly developed tools will incorporate Two Generational activities into TANF case plans and further integrate services between the Economic Security Administration and Family Services Administration.	09-30-2021
Align Workforce Development Initiatives to Leverage High Growth Areas and Key Partnerships	DHS will create internal capacity to focus on key partnerships through workforce development projects, District-based collaborations, and pursuing funding opportunities. In addition, DHS will align the TANF and SNAP Employment and Training programs more closely by ensuring provider alignment, staff completion of trainings on customer outcomes, and continuing to leverage partnerships to maximize the services that are available to customers.	09-30-2021

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Targeted Outreach to Wards 7 & 8	DHS will increase participation in employment and training workforce activities, including workforce and occupational training, job search, job placement, and job retention, for TANF and SNAP Employment and Training customers living in Wards 7 and 8. DHS will accomplish this by developing and implementing a targeted customer outreach plan.	09-30-2021