

Department of Human Services FY2023

Agency Department of Human Services

Agency Code JAO

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	Provide high quality DHS services to individuals, families, and youth using collaborative, person-centered, and forward-thinking processes.
2	Implement policy initiatives that address structural barriers to economic mobility; integrate learnings to improve DHS programs and practices so that residents are positioned to grow their economic security.
3	Make homelessness rare, brief, and non-recurring in the District through innovative, person-centered and research-based practices that are considered exemplary throughout the nation.
4	Become an anti-racist, high performing organization that models inclusion, sustainability, continuous learning, quality, and effectiveness.
5	District residents will consistently receive reliable, thorough, and trauma-informed service from a well-trained, well-resourced, and respectful staff.
6	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	FY2022 Actual	FY 2023 Target
1 - Provide high quality DHS services to individuals, families, and youth using collaborative, person-centered, and forward-thinking processes. (8 Measure records)						
Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	19.8	12.3	10	11.3	10
Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Up is Better	5.4	2.9	18	5.1	18
Percent of TANF Employment Program Participants Who Participated in Eligible Activities	Up is Better	23.5%	21.8%	25%	20%	25%
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%	90%	85%
Percent of teen parents who met the educational component of their Individual Responsibility Plan (IRP)	Up is Better	77%	80%	75%	83%	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	84.3%	83.5%	85%	85.3%	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	Not Available	60%	57.8%	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%	95.3%	85%
2 - Implement policy initiatives that address structural barriers to economic mobility; integrate learnings to improve DHS programs and practices so that residents are positioned to grow their economic security. (1 Measure)						
Percent of Newly Employed Customers Earning a DC Living Wage	Up is Better	62.8%	72.5%	35%	77.8%	35%
3 - Make homelessness rare, brief, and non-recurring in the District through innovative, person-centered and research-based practices that are considered exemplary throughout the nation. (8 Measure records)						
Average length of time (days) experiencing homelessness (individuals)	Neutral	160	179	No Target Set	178	No Target Set
Average length of time (days) experiencing homelessness (families)	Neutral	256	184.5	No Target Set	122	No Target Set
Individuals becoming homeless for the first time	Neutral	2993	2340	No Target Set	3136	No Target Set

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
Families becoming homeless for the first time	Neutral	531	405	No Target Set	482	No Target Set
Percent of individuals returning to homelessness within 6- 12 months	Neutral	5.4%	5.7%	No Target Set	3.9%	No Target Set
Percent of families returning to homelessness within 6- 12 months	Neutral	3.4%	2.2%	No Target Set	2.3%	No Target Set
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	62	36
Number of youth who exited the youth homelessness system to permanent, stable housing	Up is Better	69	45	48	135	48
5 - District residents will consistently receive reliable, thorough, and trauma-informed service from a well-trained, well-resourced, and respectful staff. (6 Measure records)						
SNAP Payment Error Rate	Down is Better	Not Available	Not Available	10%	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	95.3%	92%	95%	Not Available	95%
Service Center Average Wait Time in Lobby (minutes)	Down is Better	Not Available	Not Available	110	Not Available	110
Service Center Average Wait Time in non-Lobby (days)	Down is Better	4	Not Available	7	Not Available	7
Call Center: Average Wait Time (Minutes)	Down is Better	32.5	22	12	15	12
Service Center Same Day Completion Rate (Percent of Lobby Cases)	Up is Better	83.7%	Not Available	85%	Not Available	85%

Operations

Operations Title	Operations Description	Type of Operations
1 - Provide high quality DHS services to individuals, families, and youth using collaborative, person-centered, and forward-thinking processes. (1 Activity)		
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"> 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

Operations Title	Operations Description	Type of Operations
2 - Implement policy initiatives that address structural barriers to economic mobility; integrate learnings to improve DHS programs and practices so that residents are positioned to grow their economic security. (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
3 - Make homelessness rare, brief, and non-recurring in the District through innovative, person-centered and research-based practices that are considered exemplary throughout the nation. (3 Activity records)		
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
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
Homeless Services Continuum - General	The Family Services Administration provides a continuum of services to families, youth and individuals experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing.	Daily Service
4 - Become an anti-racist, high performing organization that models inclusion, sustainability, continuous learning, quality, and effectiveness. (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
5 - District residents will consistently receive reliable, thorough, and trauma-informed service from a well-trained, well-resourced, and respectful staff. (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

Workload Measures (WMs)

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
1 - Youth-Focused Diversion Services (5 Measure records)			
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	Not Available	Not Available	376
Number of youth served by the Strengthening Teens Enriching Parents (STEP) program	364	80	67
Number of youth experiencing homelessness placed into a housing program through the Coordinated Assessment and Housing Placement (CAHP) system	22	349	311
Number of youth served in the Alternatives to the Court Experience (ACE) program	614	266	244
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	48	132	95
2 - TANF and FSET Case Management and Employment Assistance (7 Measure records)			
Average Number of Families Entering TANF (Per Month)	331	920	208
Number of Families Re-certified for TANF Eligibility (Per Month)	Not Available	810.3	531

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
Total Number of Work-Eligible TANF Customers (Monthly Average)	10,544	44,025	11,340
Average Number of Families Exiting TANF (Per Month)	233	402	313
Average TANF Caseload (Per Month)	13,813	14,814	14,916
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	12,405	12,948.8	13,341
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	24,959	103,638	26,530
3 - Homeless Services Continuum - Families (4 Measure records)			
Number of family households experiencing homelessness (annual)	1371	924	1046
Number of housing placements annually (family households)	715	617	516
Number of family households experiencing homelessness, January Point-in-Time (PIT)	768	405	347
Average monthly census in family shelter	472	187	157
3 - Homeless Services Continuum - Individuals (6 Measure records)			
Number of individuals experiencing homelessness (annual)	9253	8325	7834
Average monthly housing placements (Individuals experiencing homelessness)	75	66	100
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	3947	3871	3403
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	1337	1943	1257
Number of homeless Veterans, Point-in-Time (PIT)	294	186	208
Average monthly housing placements (Veterans)	30	18	21
5 - Eligibility Determination and Enrollment Support (11 Measure records)			
Medical Assistance: Number of Medicaid Applications	Not Available	Not Available	Not Available
Medical Assistance: Number of Medicaid Applications that are Approved	Not Available	Not Available	Not Available
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	258,723	Not Available	Not Available
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	14,840	Not Available	Not Available
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	Not Available	Not Available	Not Available
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	687	Not Available	Not Available
SNAP: Average SNAP Caseload (Per Month)	70,419	85,172	90,265
SNAP: Number of SNAP Applications (Monthly Average)	3953	4061	4034
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	Not Available	3966	5813
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	33,198	35,503	54,847
SNAP: Number of New Households Approved for SNAP and Receiving SNAP Benefits (Per Month)	2771	1791	2433

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	In FY23 DHS will continue building on efforts to develop a culture that promotes employee engagement, inclusion, and equity. Specifically, the agency will launch and begin implementing the new five-year strategic plan, including a focus on employee experience investments, formalized employee development and retention plans, implementing a quality continuous learning agenda, and organizational development. The agency will also continue to build internal capacity for racial equity efforts by creating a long-term racial equity action plan to accomplish changes to policies, practices, and systems.	09-30-2023

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Eligibility Determination and Enrollment Support (4 Strategic Initiative records)		
Strength-Based Assessment Tool for DHS Customers	In FY22 DHS launched a strength-based assessment tool that can be used by residents as self-guided or with a case manager. In FY23, DHS will monitor the implementation of the new assessment tool for the TANF and SNAP E&T programs. This includes promoting and marketing the Customer Assessment Portal (CAP) to drive customer traffic and identifying and prioritizing system enhancements that will aid DCWET's operations (e.g. data reporting).	09-30-2023
Resident Resource Calculator	In FY23 DHS will implement a resource calculator for case managers to assist residents with understanding and planning for the effect of earned income on income supports (e.g. TANF, SNAP, childcare, Medicaid). The resource calculator will be incorporated as a case coaching tool in the Targeted Mobility Coaching (TMC) Program in order to (1) help customers strategically plan for entering their desired career pathway and (2) understand how their benefits will be impacted as their income increases	09-30-2023
Targeted Outreach to Wards 7 and 8	In FY23 DHS will continue to conduct targeted outreach to Wards 7 and 8 to ensure customers receiving TANF and SNAP are prioritized for employment and training opportunities. The majority of customers receiving TANF and SNAP E&T services reside in Wards 7 and 8.	09-30-2023
Case Process Improvements	In FY23, DHS will build on efforts to improve case processing quality by tightening internal feedback loops, mapping case quality data, and providing support resources for eligibility teams. The agency will iterate service improvement pilots to streamline interactions across multiple access channels, begin the implementation process of a simplified SNAP benefit program targeting DC seniors and residents with disabilities, and enhance case processing efficiency by developing responsive staffing tactics and launching new, shared workload system functionalities. Finally, the agency will continue to provide design, planning, testing, readiness, and implementation support to the ongoing delivery of the DCAS eligibility system.	09-30-2023
Homeless Services Continuum - Families (1 Strategic Initiative)		
Transform the Family Rehousing and Stabilization Program	In FY23, DHS will continue to build on the recommendations made by the Family Rehousing and Stabilization Program (FRSP) task force to improve tracking, management and execution of the program. With case management fully transferred from The Community Partnership (TCP) to DHS, the agency looks to decrease the time to match clients with case manager, increase earnings for clients not in the Bridge Track, and more efficiently match families with vouchers.	09-30-2023
Homeless Services Continuum - Individuals (3 Strategic Initiative records)		
Successful Implementation of PSH3 Program	In FY23 DHS will continue to expand the Permanent Supportive Housing Program. DHS voucher programs will nearly double due to an influx of resources added in FY22 and FY23. With this expansion, DHS will work to match more than 1,350 District residents with vouchers by the end of the fiscal year. Additionally, DHS will improve the timeline from voucher match to lease-up to 4 months.	09-30-2023
Expand Site-based Permanent Supportive Housing Onsite Services	In FY23 DHS will open and expand our offerings of Permanent Supportive Housing (PSH) buildings which provide intensive onsite supports. The first building of this kind in the District, The Ethel, is expected to open with 100 units in January 2023 and be 100% leased up in FY23. DHS will develop a strategy for opening similar buildings based on learnings from year one of The Ethel.	09-30-2023
Streamline Intake for Single Adults Entering the Homeless Services System	In FY23, DHS will simplify the intake process for District residents by providing a streamlined number or location for individuals to go or call, be assessed, and create a plan to end their homelessness as soon as their experience of homelessness begins. This will allow individuals to begin receiving supports sooner and decrease opportunities to become more vulnerable and further disconnected from their support system, employment, and other supports.	09-30-2023
TANF and FSET Case Management and Employment Assistance (1 Strategic Initiative)		
TANF Employment Program Contracts and Case Coaching	The new TANF Employment Program (TEP) contracts will incorporate case coaching techniques to ensure that the DHS values are embedded in the provider contracts. This initiative will ensure the capacity of TEP providers aligns with DHS's efforts to be a high-performing organization. DHS will equip TEP providers with the knowledge, opportunities, and resources they need to use case coaching to fully engage and empower customers to achieve their goals. DHS will incorporate case coaching methods into annual technical assistance sessions delivered to the TEP Providers.	09-30-2023
Youth-Focused Diversion Services (1 Strategic Initiative)		
Alternative to the Court Experience Program Expansion	In FY23 DHS will increase juvenile justice prevention efforts by expanding the Alternative to the Court Experience program.	09-30-2023