

Department of Human Services FY2018

FY2018 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

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.

Summary of Services

The mission of the Department of Human Services (DHS) is achieved via three agency programs. Agency Management and the Office of the Director provide executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, and performance management. The Office of Program Review, Monitoring, and Investigation includes internal affairs/agency risk management, fraud investigation, homeless shelter monitoring, and a quality control division.

The Family Services Administration (FSA) helps individuals and families experiencing homelessness, low-income people, adults at-risk for abuse or neglect, teenage parents, youth, troubled families, and refugees to become gradually stable and fully self-sufficient through an array of social services, assessments, and case-management and crisis-intervention services.

The Economic Security Administration (ESA) determines and maintains eligibility for cash, food, child care, and medical benefits. ESA also, through a Two Generational approach, administers the Temporary Assistance for Needy Families (TANF) and Supplemental Nutritional Assistance Program (SNAP), Employment and Training (SNAP E&T) programs, which provide employment and training-related activities designed to improve long-term employability and achieve sustaining income.

FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
<p>In FY18, DHS advanced the closure of DC General and the opening of neighborhood based Short Term Family Housing sites.</p>	<p>Our plan to end homelessness is working. For the second year in a row, family homelessness is down 20%, including a 52% decrease in families becoming homeless for the first time. A big part of advancing services is replacing DC General with Short Term Family Housing sites that are designed specifically to meet the needs of families experiencing homelessness.</p> <p>Beginning in May 2018, DHS ceased new placements at DC General. Since that time, DHS and partners worked to support families and swiftly exit them from DC General and into permanent housing. By the end of FY18 all 32 remaining families at DC General were matched to permanent housing and wraparound services. In FY18 DHS also selected the providers and programs to open the first Short Term Family Housing (STFH) sites. In October, we closed the DC General Family Shelter and opened three STFH Programs in Wards 4, 7, and 8.</p>	<p>The outdated facilities at DC General were never intended to support individuals and families with children as a temporary housing shelter. The transition from DC General has and will continue to contribute to DHS's ability to reduce homelessness in the District by allowing families to better leverage services in community-based settings.</p> <p>The smaller, community-based Short Term Family Housing programs are the centerpiece of the transformation of DHS's emergency response system for adults with children. This also represents a key strategy of Homeward DC, the Bowser Administration's strategic plan to make homelessness rare, brief, and nonrecurring.</p>

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	<p>Today families needing shelter are entering service-enriched, community-based environments. The new Short Term Family Housing sites will provide more dignified facilities and a superior standard of service that will help families stabilize and exit homelessness. By locating facilities throughout the city, service providers will be better able to reach customers and connect them with nearby community resources to get back on their feet and back into permanent housing quickly.</p> <p>Concurrently, we've been consolidating reforms to the Family Homeless Service System (preventing homelessness more frequently and reducing length of homelessness) and have 20% fewer families in shelter than this time last year – placing us on track for historic reductions in homelessness among families for the third consecutive year.</p>	
<p>In FY18, DHS laid the foundation for a Downtown Day Services Center for individuals experiencing homelessness or at risk of homelessness.</p>	<p>In August 2018, Mayor Bowser granted \$1.7 million to fund a Downtown Day Services Center that will provide critical services to individuals experiencing homelessness. The program will be housed in the New York Avenue Presbyterian Church and managed by the DowntownDC Business Improvement District, with social services provided by Pathways to Housing DC, District agencies and additional partners.</p> <p>During daytime hours customers will be able to receive services including connections to case management, behavioral health resources, employment support, and housing assessments. Programming will promote wellness and harm reduction, and customers will be able to utilize transportation assistance, legal services, and assistance with securing vital documents. In addition, customers will have access to meals, computers, showers, and laundry facilities.</p>	<p>A Downtown Day Services Center has for many years been the missing piece in the District's effort to comprehensively address the needs of individuals experiencing homelessness. This program is a critical component in advancing the efforts to access individuals who choose to sleep in encampments rather than shelters by bridging the gap between the District's street outreach teams and service providers.</p>
<p>In FY18, DHS launched a new TANF Policy to incorporate a Two Generational approach to enhance support of District families.</p>	<p>With policy debates and legislative changes to the District's Temporary Assistance for Needy Families (TANF) program achieved, as of October 1, DHS is fully implementing a TANF program that takes a whole family approach to breaking cycles of poverty.</p> <p>Since April 1, 2018, the District increased the benefit level of families who have received TANF for longer than 60 months and eliminated the 60-month time limit so that families are eligible for cash assistance to support minor children in their care without a time limit. The TANF program changes will both enhance the security and wellbeing of children in a household with cash income as well as support parents to replace income from TANF with income from work through engagement in meaningful education and employment activities that increase their economic security.</p> <p>On October 1, 2018, DHS went live with new performance-based contracts that emphasize long-term education gains, living-wage</p>	<p>This policy distinguishes the District from any other jurisdiction in the nation by integrating the value that keeping cash in the home protects children regardless of how long a family has been receiving TANF. In addition, aligning the new TANF policy with DHS's two generational approach addresses the needs of both parents and children, and puts the whole family on a path to stable and sustainable economic security. This inclusive and long-term strategy is intended to not only bolster current family self-sufficiency but also to ultimately end reliance on public benefits for future generations.</p>

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	employment, promotion, and exits from TANF. Supportive services in the new program focus on the needs of the children and the parents taking into account the mutually reinforcing benefits of children and parents thriving. To support sustainable gains in economic security, DHS worked with the Workforce Investment Council to identify six high growth industries to target in the development of customer employment goals. In addition, DHS's TANF Employment Program revised the incentive structure to reward long-term employment gains including promotions and exits from TANF.	

2018 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	Empower DHS clients to improve their economic stability and well-being.
5	Improve the customer experience at DHS service centers.
6	Safeguard and improve the quality of life for vulnerable adults.
7	Create and maintain a highly efficient, transparent and responsive District government.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)									
Percentage of individuals returning to homelessness within 6- 12 months	Annually	Not Available%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6.8%	No Target Set	
Individuals becoming homeless for the first time	Quarterly	Not Available	1533	2650	1201	1549	6933	No Target Set	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Average length of time (days) experiencing homelessness (individuals)	Quarterly	Not Available	109	105	121	118	113	No Target Set	
2 - Develop an effective system of care for families who experience homelessness. (3 Measures)									
Percentage of families returning to homelessness within 6- 12 months	Annually	Not Available%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1.6%	No Target Set	
Families becoming homeless for the first time	Quarterly	Not Available	125	99	96	95	415	No Target Set	
Average length of time (days) experiencing homelessness (families)	Quarterly	Not Available	380	268	395	357	350	No Target Set	
3 - Implement a system of services and supports for youth, parenting youth and their families (7 Measures)									
Percent of youth engaged in the ACE and PASS programs who show more than 15% improvement in attendance when truancy is an issue at the time of referral	Annually	65%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47%	Unmet	Prior to FY18, PASS only reported attendance for youth who "successfully completed" the program. A successful completion means that the youth shows improvement in 3 of 4 outcome measures. In FY18, the Youth Services Division began to report data for all completions. Those who did not meet minimums for "successful" completions are now included in the data. We made this shift to be consistent across programs and recognize that sometimes our focus has to be on other areas of improvement—behavioral health, home functioning, etc.—and not just the presenting issue of truancy. In other words, a youth can complete ACE or PASS without showing improvement in all the areas, such as school attendance. The performance target for this KPI was not revised in response to the new PASS methodology.
Percent of youth engaged in the ACE and PASS programs who complete the	Quarterly	85%	88%	94%	86%	95%	90.8%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
programs without additional legal involvement									
Percent of youth engaged in the Parent and Adolescent Support Services Program (PASS) and the Alternatives to the Court Experience Diversion Program (ACE) who show functional improvement at closure as indicated by statistically significant declines in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	Quarterly	85%	86%	79%	70%	88%	80.8%	Neutral Measure	
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	Quarterly	95%	100%	100%	98%	98%	99%	Met	
Percent of teen parents receiving services from the Teen Parent Assessment program who are consistently attending their educational program (high school, GED, or other program) or who consistently	Quarterly	70%	82%	77%	78%	67%	76%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
attended and fulfilled the other requirements to successfully complete their educational program									
Youth Shelter Exits to Permanency	Quarterly	New Measure	2	7	7	34	50	No Target Set	
Youth Diverted from Shelter Placement	Quarterly	New Measure	4	3	1	0	8	No Target Set	
4 - Empower DHS clients to improve their economic stability and well-being. (4 Measures)									
# of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Quarterly	20	18.7	15.4	16.1	10.5	15.2	Unmet	DHS is currently in the middle of a contract conversion cycle for existing service providers and has been stepping down case management while pivoting to a new contract model in Q1 of FY19. A return to full customer engagement will be realized once the new contract is in effect.
% of TANF Employment Program Participants Who Participated in Eligible Activities	Quarterly	25%	23%	22%	14%	15%	18.5%	Unmet	DHS is currently in the middle of a contract conversion cycle for existing service providers and has been stepping down case management while pivoting to a new contract model in Q1 of FY19. A return to full customer engagement will be realized once the new contract is in effect.
# of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Quarterly	10	7.5	11.8	9.1	11	10	Met	
% of Newly Employed	Quarterly	25%	37%	34%	29%	34%	33.5%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Customers Earning a DC Living Wage									
5 - Improve the customer experience at DHS service centers. (7 Measures)									
SNAP Error Rate	Quarterly	8%	13.3%	17.5%	12.8%	14.7%	14.6%	Unmet	SNAP errors, representing payment errors, are often triggered by discrepancies between data obtained from federal or local agencies and information directly submitted by customers. The enhancement of the data interface incorporated in the District's new eligibility system (DCAS) that launched in FY17, however, resulted in an increase of such discrepancies and subsequently an increase of the SNAP error rate. Many of the system issues we have identified as contributing to payment errors have been addressed and the SNAP error rate is expected to decrease in the upcoming fiscal year.
Call Center: Abandonment Rate	Quarterly	15%	40%	52%	48%	61%	50.2%	Unmet	In FY18 the DHS Call Center received spikes in call volume in both Q2 and Q4, representing two of the largest quarterly call volumes for the Call Center on record. In addition to a cyclical increase in calls during the Medicaid open enrollment period, these spikes are likely resulting from customers calling to confirm positive changes to their benefits due to the new TANF Policy and calls related to delayed SNAP mid-certification processing, and EBT

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									<p>notice/disbursement.</p> <p>During this same period of increased call volume, the Call Center had to contend with system delays and errors which had to be routed up to IT developers. As these systemic issues take time to resolve, clients make repeated calls to the Call Center to follow up on the status of their initial inquiry as they wait for their benefits to be processed and awarded.</p> <p>Not only did these two quarters represent notably high call volume, but FY18 represents the highest annual call volume on record for DHS. This increased volume leads to increased wait times which cause clients to make and abandon repeated calls looking for a lower volume time to call thus exacerbating the abandonment rate and wait time metrics (please see workload measure correlation of total number of calls received). Complicating all of the challenges the DHS Call Center encountered in FY18, DHS has been working to address staff attrition to maintain a fully staffed operation.</p> <p>To remedy the increased wait time and abandonment rates, DHS is working to address complicated certification report and systemic notice error issues. To support the increased volume of calls, DHS is</p>

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									also backfilling for and hiring new Social Service Representatives to augment the current Call Center staff.
Call Center: Average Wait Time (Minutes)	Quarterly	5	12	17	14	21	16	Unmet	<p>In FY18 the DHS Call Center received spikes in call volume in both Q2 and Q4, representing two of the largest quarterly call volumes for the Call Center on record. In addition to a cyclical increase in calls during the Medicaid open enrollment period, these spikes are likely resulting from customers calling to confirm positive changes to their benefits due to the new TANF Policy and calls related to delayed SNAP mid-certification processing, and EBT notice/disbursement.</p> <p>During this same period of increased call volume, the Call Center had to contend with system delays and errors which had to be routed up to IT developers. As these systemic issues take time to resolve, clients make repeated calls to the Call Center to follow up on the status of their initial inquiry as they wait for their benefits to be processed and awarded.</p> <p>Not only did these two quarters represent notably high call volume, but FY18 represents the highest annual call volume on record for DHS. This increased volume leads to increased wait times which cause clients to make and abandon repeated calls</p>

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									<p>looking for a lower volume time to call thus exacerbating the abandonment rate and wait time metrics (please see workload measure correlation of total number of calls received). Complicating all of the challenges the DHS Call Center encountered in FY18, DHS has been working to address staff attrition to maintain a fully staffed operation.</p> <p>To remedy the increased wait time and abandonment rates, DHS is working to address complicated certification report and systemic notice error issues. To support the increased volume of calls, DHS is also backfilling for and hiring new Social Service Representatives to augment the current Call Center staff.</p>
Service Center Average Wait Time in non-Lobby (days)	Quarterly	4	5	7	7	7	6.5	Unmet	<p>During FY18, DHS did not meet the initial target on this measure due to unexpected changes and adjustment on the workload and process of non-lobby cases. Despite that Service Center management has demonstrated strong progress in BPR management techniques and non-lobby delivery. ESA non-lobby work includes a wide variety of case types and case processing activities across ESA programs. Some non-lobby activities, such as processing an E-SNAP application, require immediate turnarounds;</p>

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
									while others, such as Mid-certification processing, simply need to be addressed within the same month as they are received. Service Center managers understand these timing requirements and must balance their staff to achieve both lobby and non-lobby targets to the best of their ability. ESA believes that the target wait time for non-lobby cases will be adjusted in FY19 to reflect diverse non-lobby processing schedules.
Service Center Same Day Completion Rate (% of Lobby Cases)	Quarterly	90%	86%	84%	85%	84%	84.8%	Nearly Met	During FY18, DHS did not meet the initial target on this measure due in part to the unrealistic target set based on lack of understanding on the business process. Immediately upon implementation of BPR, ESA lobby completion rates jumped up to 85% and remained consistent throughout the fiscal year. Overall, completion rates differ by case type due to varying program requirements and process complexity. The average completion rate for most case types is between 80% - 95%. Certain type of applications, such as TANF, however, require additional process that cannot be completed on the same day due to the nature of the requirement. It affects the overall completion rate. In FY19, ESA plans to adjust this measure while continuing to work to increase completion rates across all programs.

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
Service Center Average Wait Time in Lobby (minutes)	Quarterly	100	121	106	104	120	113	Unmet	Average lobby wait times decreased through Q1 (119), Q2 (105), and Q3 (104) proximal to these target levels. However, two changes increased the average lobby wait time to 120 minutes in Q4, affecting the average wait time for FY18. Most importantly, ESA experienced significant caseworker attrition. The administration is in the process of backfilling those positions and, in FY19, aims to stand-up a hiring pipeline to prevent future staffing shortages. Additionally, during Q4, ESA adjusted Service Center hours of operation by opening the door earlier than before to start serving customers waiting outside the building in the morning, which affected the measurable wait time - the amount of customer wait time that is officially recorded and tracked in our service center operation tracking system.
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	Quarterly	95%	98.1%	94.1%	94.9%	94.5%	95.4%	Met	
6 - Safeguard and improve the quality of life for vulnerable adults. (2 Measures)									
Percent of referrals in non-	Quarterly	95%	97%	97%	98%	97%	97.3%	Met	

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
emergency cases where initial client contact and investigation takes place within ten working by Adult Protective Services									
Percent of Emergencies Responded to Within 24 Hours by Adult Protective Services	Semi-Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

**We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Homeless Services Continuum- Individuals (6 Measures)						
Number of individuals experiencing homelessness (annual)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12,343
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3770
Number of homeless Veterans, Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	302
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1586
Average monthly housing placements (Individuals experiencing homelessness)	Quarterly	186	221	189	156	188
Average monthly housing placements (Veterans)	Quarterly	109	145	120	99	115
2 - Homeless Services Continuum- Families (4 Measures)						

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Number of family households experiencing homelessness (annual)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1545
Number of housing placements annually (family households)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	621
Number of family households experiencing homelessness, January Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	924
Average monthly census in family shelter	Quarterly	745	687	623	605	670
3 - Youth-Focused Diversion Services (4 Measures)						
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	Quarterly	34	31	44	38	51
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	Quarterly	272	245	298	374	498
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	Quarterly	9.6	16	14	15.6	13.8
Number of youth served in the Alternatives to the Court Experience Program (ACE)	Quarterly	351	340	376	201	693
4 - TANF & FSET Case Management and Employment Assistance (7 Measures)						
Total Number of Work-Eligible TANF Customers (Monthly Average)	Quarterly	8223	8227	8414	7605	8118
Average Number of Families Entering TANF (Per Month)	Quarterly	393	338	467	410	402
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	Quarterly	19,598	19,900	20,328	18,363	19,547
Average TANF Caseload (Per Month)	Quarterly	11,756	11,413	11,610	11,823	11,651
Average Number of Families Exiting TANF (Per Month)	Quarterly	541	401	341	367	413
Number of Families Re-certified for TANF Eligibility (Per Month)	Quarterly	545	511	647	716	604.8
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	Quarterly	9675	9679	9903	8947	9551
5 - Eligibility Determination and Enrollment Support (12 Measures)						
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	Quarterly	3237	3506	3472	3143	3340
Medical Assistance: Number of Medicaid Applications	Quarterly	3941	3388	3413	3329	3518
SNAP: Number of SNAP Applications (Monthly Average)	Quarterly	3109	3350	3479	3531	3367

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
Medical Assistance: Number of Medicaid Applications that are Approved	Quarterly	3830	3594	3504	3327	3564
SNAP: Average SNAP Caseload (Per Month)	Quarterly	70,779	69,550	67,932	67,050	68,828
SNAP: Number of Households New Approved for SNAP and Receiving SNAP Benefits (Per Month)	Quarterly	2541	2295	2515	2703	2514
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	Quarterly	263,075	260,386	257,368	257,403	259,558
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	Quarterly	15,578	15,335	15,166	15,179	15,315
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	Quarterly	791	776	798	749	779
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	Quarterly	541	551	586	647	581
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	Quarterly	34,012	39,597	35,047	39,856	37,128
Call Center: Average Number of Calls Served (Per Month)	Quarterly	20,541	19,059	18,299	15,385	18,321
6 - Supportive Services to Vulnerable Adults (3 Measures)						
Number of cases investigated in APS	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1785
Number of court Appointed Guardians/Conservators	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97
Number of referrals received in APS	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2099

2018 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
ADULT PROTECTIVE SERVICES (1 Strategic Initiative)				
Implement the Elder Justice Initiative Grant.	In FY17, the United States Department of Health and Human Services' Administration for Community Living approved a no-cost extension to complete The National Adult Maltreatment Reporting System (NAMRS), which will include data components, customization, and	Complete	In FY18 DHS implemented a strategic and systematic evidence-based approach to real-time elder abuse, neglect, and fraud investigations (Age-Friendly DC, Domain 10). In FY18, DHS	

Title	Description	Complete to Date	Status Update	Explanation
	<p>implementation of the Structured Decision Making Model (SDM) assessments in 2018. The full implementation of these two components will position DHS/APS to annually submit key requisite data elements in fulfillment of the NAMRS, while also moving to a mobile environment that will facilitate real time information from the field. This project will ultimately enhance the program's consistency at critical decision-making points as part of case investigations using the SDM.</p>		<p>completed 3,840 assessments across all four SDM tools. This approach allowed DHS to address more complex cases while also completing 1,783 investigations (5% more than FY17 and 20% more than FY16). The uniform assessment and reporting protocol has also strengthened collaboration commitments among system stakeholders.</p>	
ELIGIBILITY DETERMINATION SERVICES (2 Strategic initiatives)				
<p>Improve access to benefit eligibility and enrollment services.</p>	<p>During FY17, ESA made significant operational improvements in its five service centers in terms of processing benefits more quickly and accurately. During FY18, ESA will make further improvements to the benefit enrollment experience. First, ESA is enhancing its outreach team to expand in-home visits for individuals with mobility issues as well as coverage at sites like nursing homes and the DC jail. The outreach team will grow and staff will receive standard training and equipment to ensure the quality of the customer experience matches service centers. Second, DHS will develop a mobile application that will allow customers to upload and electronically submit required documents without coming to a service center. Finally, ESA will continue to make it easier for non-English speaking customers to access benefits. In FY17, ESA added bilingual staff, placed a language ombudsman in every service center, and ensured forms were available in multiple languages. In FY18, ESA will expand language options on the call center self-service IVR prompts and ensure information on the DHS website is in multiple languages.</p>	<p>Complete</p>	<p>In FY18, DHS hired additional outstation staff, added new remote service locations for better coverage, and co-located at three DOES jobs centers. As a result, DHS saw a 20% increase in cases at outstation sites. To decrease language barriers, DHS developed multilingual materials, hired more bilingual staff, and added more languages to the Call Center IVR.</p>	
<p>Reduce early morning lines outside of the service centers.</p>	<p>For years, customers have started lining up outside of ESA service centers in the early morning, resulting in lines down the block by the time the doors open at 7:30 AM. The long wait times meant customers were not guaranteed to meet with an ESA social service representative unless they arrived at dawn. The business process redesign initiative implemented in FY17 is effectively reducing the need for repeat visits and</p>	<p>Complete</p>	<p>To honor DHS's commitment to customer service, improvements to Service Center operations were implemented in FY18. As a result, average wait times are at or below two hours and customers who choose to wait in early morning lines are served approximately 45 minutes earlier than in prior</p>	

Title	Description	Complete to Date	Status Update	Explanation
	ultimately wait times. Despite this progress, a significant number of customers continue to line up early to ensure they can receive their benefits. During FY18, ESA will establish and monitor the business process redesign performance targets, to ensure the reduction in wait time continues. ESA will also conduct marketing and outreach to customers to communicate the operational improvements and instill confidence that customers can be enrolled in benefits regardless of when they arrive at a service center.		years thanks to revised operating hours which now begin at 7:30am. Even with increased service volume in FY18, Service Centers have an 85% same-day completion rate and non-lobby wait times have decreased.	
HOMELESS SERVICES CONTINUUM - FAMILIES (4 Strategic initiatives)				
Develop a coordinated entry system for families seeking homeless assistance services.	In FY17, DHS began engaging community partners and stakeholders in the planning and development of a coordinated entry system for households experiencing an episode of homelessness. In FY18, DHS will fully implement Coordinated Assessment and Housing Placement (CAHP) for Homeless Families, which will establish a standardized assessment as well as a coordinated referral and housing placement process to ensure that families experiencing homelessness are prioritized in accordance with those who are most vulnerable and have the most severe service needs.	Complete	In FY18 DHS fully implemented CAHP for Homeless Families (F-CAHP), resulting in 2,189 assessments and 378 customers matched with appropriate housing resources. By standardizing assessments and ensuring supports and resources match family needs, DHS has realized a 20% decrease in the amount of time from system entry to housing placement.	
Expand supports for TANF-eligible families by integrating efforts between the Family Services Administration (FSA) and the Economic Security Administration (ESA).	For years, both FSA and ESA have provided case management and referral services to same population of families, with FSA focused on housing stability and ESA focused on employment security. Even with the different focus areas, there was invariably some level of redundancy and a risk of conflicting guidance. In FY17, DHS began blending case management across administrations by assigning ESA's Office of Work Opportunity (OWO) staff to serve as comprehensive case managers for families in Rapid Re-housing (RRH), Rapid Exit for families in emergency hotels, and the Homeless Service Prevention Program. During FY18, DHS will continue to identify opportunities to consolidate case	50-74%	In FY18, DHS began assessing eligible clients from FSA operated program sites and assigning them to ESA service providers for job training and placement support. To do this, ESA OWO established a split leadership structure with program management divided between housing assistance and employment/training functions. ESA and FSA also collaborated on a number of marketing and outreach efforts to integrate case management.	The integrated case management system envisioned for DCAS Release 3.0 is in the requirements development phase. In addition, while programmatic collaboration between ESA and FSA has been successful in FY18, DHS is still developing a unified case management strategy. To aid in these next steps, DHS was recently awarded a grant to define a case coaching model that can be

Title	Description	Complete to Date	Status Update	Explanation
	management efforts across the administrations as well as develop consistent standards for case management services. The refinement and consolidation of case management will support the rollout of an integrated case management system within the DC Access System (DCAS) beginning in FY18.			piloted through OWO and implemented throughout DHS's employment continuum.
Reduce length of stay in emergency shelter.	During FY18, DHS will have a renewed focus on reducing the length of time that families stay in emergency shelter. For a number of years, the average time a family remained in emergency or temporary shelter was approximately one year. The goal is 90 days. A number of efforts are being pursued to exit families more quickly, which includes: improved case management with employment supports; regular outcome reporting by providers; and strategies to make Rapid Re-housing (RRH) work. There are also a number of efforts being implemented to address the challenge of finding affordable rental units for families trying to exit the shelter system. These strategies include changing the rental payment process so landlords are no longer at risk of partial payments and increased landlord engagement efforts. Additionally, the reduced length of stay will have a significant effect on the number of hotel rooms required.	Complete	In FY18 DHS brought the median length of stay for families exiting shelter down by 29.5%, from 301 days in FY17 to 212 days in FY18. To accomplish this expedited transition from shelter to stable housing, DHS focused on shelter exits from the time of entry, including the development of an exit plan in initial housing stabilization meetings with customers. The closure of DC General and a data driven methodology also allowed DHS to focus on exiting long stayer families into permanent housing.	
Move closer toward closure of DC General..	During FY18, the District will gradually stop placing families experiencing homelessness at DC General as it exits families currently living there into permanent housing and other more stable housing alternatives. Abatement and demolition activities are scheduled to be conducted on three facilities on the DC General campus starting in Q3 of FY18. The first three neighborhood-based, short-term family housing sites in Wards 4, 7 and 8 will open by the end of the year. Construction activities will	Complete	Beginning in May 2018, DHS ceased new placements at DC General. By the end of FY18, all 32 remaining families were matched with units and on track to transition to housing in October 2018. DHS also selected the providers and programs to open the first three Short Term Family Housing sites in Ward 4, 7, and 8 – all sites are open in the fall of 2018.	

Title	Description	Complete to Date	Status Update	Explanation
	continue on the remaining short-term family housing sites currently scheduled to open in FY19. During the year, FSA will complete operational standards and conduct solicitations to secure providers to run these facilities.			
HOMELESS SERVICES CONTINUUM-INDIVIDUALS (4 Strategic initiatives)				
Lay the foundation for leveraging Medicaid to cover eligible PSH services.	With support from the Interagency Council on Homelessness (ICH), DHS has been working with a sub-group of providers to collaboratively develop standards for Permanent Supportive Housing (PSH), which includes, but is not limited to, outreach services, housing navigation services, and case management services. DHS is currently finalizing the standards for those services, leveraging guidance from our HUD Technical Assistance provider. From there, DHS is developing performance metric and monitoring tools, and developing staffing/qualification models to deliver caseloads based on acuity and levels of service needs. All of this work will eventually lead to a methodologically-sound approach for establishing new rates for services and incorporating those standards and rates into future PSH contracts. Eventually, through on ongoing collaboration with the Department of Health Care Finance (DHCF), DHS will ensure our monitoring and billing for these standardized PSH services align with Medicaid requirements for reimbursement.	75-99%	In FY18, DHS standardized contract requirements across its PSH provider community to ensure consistent service delivery, and to enhance reporting and performance requirements. Timetables for onboarding new staff and infrastructure for reporting deliverables were established; DHS trained providers on these as well as service delivery requirements. DHS is in the process of finalizing PSH service standard performance metrics and monitoring tools that were captured in the contract modification.	In FY18 DHS made great strides towards standardizing the scope and performance expectations for the PSH Program leveraging substantive input from the PSH community, as well as consolidating service requirements under the existing contracting vehicles. Additional efforts remain to standardize PSH rates, streamline service delivery models, finalize performance metrics and monitoring strategies, and further align PSH program activities to housing supportive services reimbursable by Medicaid.
Improve coordinated entry for unaccompanied adults and youth.	DHS continues to improve our coordinated entry system as well as outreach and in-reach	Complete	In FY18 DHS realized a 55% increase in successful matches over last year by	

Title	Description	Complete to Date	Status Update	Explanation
	<p>services for individuals, which accounts for 58% of referrals to housing resources since March 2016. The Coordinated Entry system utilizes a live registry and routinely convenes providers to match vulnerable adults to available housing resources. In addition, coordinated entry participants are routinely making improvements to the process, which have included the creation of decision tree/flow diagrams for those who refuse housing, stronger communication materials about the role of the SPDAT in coordinated entry, and pilot referral models for Targeted Affordable Housing (TAH) vouchers.</p>		<p>improving TAH Coordinated Entry and implementing clinical assessments for each referred individual. DHS also refined the prioritization criteria, ultimately resulting in more appropriate housing connections.</p>	
<p>Launch Rapid Re-housing (RRH) for individuals.</p>	<p>DHS conducted a successful Rapid Re-housing (RRH) pilot for single adults experiencing homelessness in FY17 (RRH-I). During FY18, DHS will bring the RRH-I program to scale by awarding multiple human care agreements (HCAs) to an expanded group of providers. DHS plans to award these HCAs by the end of FY17, with full program implementation in FY18. With this expanded capacity, DHS will be able to serve a minimum of 400 individuals through this program in FY18. Program participants will receive financial assistance and case management to assist with housing stability for up to six months, as well as connection to longer term community-based supports as needed. DHS expects that at least 80% of individuals</p>	<p>Complete</p>	<p>Following the FY17 RRH-I pilot, DHS scaled the program in FY18 and successfully exited 314 individuals. DHS implemented a referral process, increased customer engagement, expanded provider capacity, and improved appropriate identification.</p>	

Title	Description	Complete to Date	Status Update	Explanation
	participating in the RRH-I program will maintain permanent housing.			
Reform the low barrier shelter system	FSA will continue to implement improvements to the low barrier shelter system for unaccompanied adults in FY18. A significant increase in local funds in FY18 will reduce DHS' dependency on uncertain federal carry over funds each year, which will allow for more stable contract and grant commitments. The low barrier shelter hours were expanded at the end of FY17 and will allow shelters to open two hours earlier in the evening and remain open two hours later in the morning. The extended hours will further allow shelter providers to meet their expanded requirements in terms of case management services provided on-site and expanded in-reach targeting the shelter long-stayers who have not previously engaged in services. For the first time, DHS provided grants in late FY17 for SNAP employment and training services targeting individuals currently or previously experiencing homelessness. DHS is also pursuing expanded day center options to have more opportunities to connect clients to housing and employment supports.	Complete	FY18 improvements to the low barrier shelter system include providers completing 33% more assessments in Q4 than in Q1 to connect customers to supportive services and housing placement. DHS launched an Overdose Prevention Pilot Program training shelter staff to administer Narcan, which resulted in four effective overdose responses. In August 2018, Mayor Bowser granted \$1.7M to fund a Downtown Day Services Center that will provide access to hard to reach unaccompanied adults living on the street.	

Title	Description	Complete to Date	Status Update	Explanation
TEMPORARY ASST TO NEEDY FAMILIES (TANF) (3 Strategic initiatives)				
<p>Identify and implement more impactful outreach and communication methods to ensure information is reaching clients.</p>	<p>The Economic Security Administration (ESA) regularly sends notification to clients regarding benefit recertification requirements, program changes, and service offerings. Based on input from a client survey and feedback from partners and advocates, it is clear that information is not always effectively reaching our clients. ESA, working with the LAB@DC, will pilot and assess alternative communication methods (i.e. flyers vs robocalls vs simplified language on notifications). The pilot exercise will also track which communication method is effectively reaching clients based on response rates and compliance with instructions. The first correspondence in the pilot will be TANF recertification notices and will include a control group to see if one group of clients is more responsive based on alert method. ESA will shape its broader client communication strategy based on pilot results.</p>	<p>Complete</p>	<p>In response to findings that a supplemental mailing resulted in a 15% increase in the response rate for TANF recertifications, DHS incorporated the supplemental mailing practice into the standard process for customer TANF recertifications. As a result of this successful collaboration, DHS and the Lab @ DC continue to work together to determine whether additional process enhancements can similarly improve outcomes for customers.</p>	

Title	Description	Complete to Date	Status Update	Explanation
<p>Expand the Targeted Mobility Coaching pilot to include families new to TANF.</p>	<p>In FY16, ESA's Office of Work Opportunities (OWO) piloted the Targeted Mobility Coaching with families who had a history of not engaging in case management and employment programs. Targeted Mobility Coaching is a family-centered case management model to empower customers by building skills and behaviors through peer mentorship. The pilot for this hard-to-reach population showed improved engagement levels compared to standard case management. In FY18, DHS is going to pilot Targeted Mobility Coaching to new families receiving TANF, to track whether participating families are moved off of TANF more quickly than those receiving standard case management through the TANF Employment Program. The Targeted Mobility Coaching will be led by staff from OWO, who will carry smaller caseloads than standard. Results from the pilot will inform whether to pursue a broader rollout or if the method should</p>	<p>Complete</p>	<p>The TMC pilot was the first program to implement DHS's new Two Generation (2Gen) approach, which focuses on the needs of the entire family. DHS continued to enroll and expand the TMC cohort throughout FY18, serving 590 customers. DHS also received an Administration for Children and Families (ACF) grant to expand the TMC model across TANF service providers. DHS is analyzing the data from the pilot to inform the path forward with the ACF grant.</p>	

Title	Description	Complete to Date	Status Update	Explanation
	be targeted to a certain subpopulation.			
Implement new TANF policy and new TANF employment program human care agreements (Employment/Occupational Training and Job Placement)	<p>The TANF program changes implemented in FY18 will both guarantee the security and wellbeing of children in a household with cash income as well as support parents to replace income from TANF with income from work through engagement in meaningful education and employment activities that increase their economic security.</p> <p>The District's new TANF policy distinguishes the District from any other jurisdiction in the nation by institutionalizing the value that keeping cash in the home is an important protective factor for children. A TANF household's grant will never drop below 94% of the maximum level due to work sanction. By April 2018, DHS will execute a communications plan to explain the program changes, perform technical upgrades to the DCAS system, train staff and providers, and draft regulations to operationalize the new policy.</p>	Complete	<p>In FY18 DHS successfully changed the TANF program to better guarantee the security and wellbeing of children in a household, and to engage parents in strategies to increase their economic security. The successful transition included stakeholder engagement, communication, and IT system updates.</p> <p>New performance-based contracts emphasize customer outcomes including long-term education gains, employment, promotion, and exits from TANF.</p>	

Title	Description	Complete to Date	Status Update	Explanation
	<p>DHS is committed to building stronger pathways to employment for TANF recipients. During FY17, ESA crafted requirements for new TANF employment program (TEP) providers to address client input on program effectiveness received through a survey as well as best practices and the employment market in the District. The new TEP human care agreements were awarded at the end of FY17 and will be fully implemented by the end of FY18. During FY18, DHS will implement required IT system changes and train providers on the new program standards to ensure a smooth adoption.</p>			
Youth Services (2 Strategic initiatives)				
Expand youth homeless programs.	<p>In FY18, the FSA Youth Services Division (YSD) received nearly \$4M in new funds for youth homeless services including transitional housing, permanent supportive housing, rapid rehousing, shelter beds and youth housing stabilization support</p>	Complete	<p>In FY18, DHS enhanced youth homeless services including extended supportive housing and youth housing stabilization support services. DHS added 124 new beds and facilitated housing placements for 166 youth. In addition, drop in centers served 683 youth,</p>	

Title	Description	Complete to Date	Status Update	Explanation
	<p>services. These funds are aligned with the needs and program models identified in the Solid Foundations DC youth homelessness strategic plan. YSD will award grants to a number of providers to manage the expanded services, as well as enhance existing grant monitoring processes.</p>		<p>street outreach served 397 youth, and low-barrier beds served 10,506 youth. Youth Homeless Prevention Services reconnected 64 youth to natural family and community supports.</p>	
<p>Increase the capacity of the Youth Services Division including the rollout of the STEP initiative in support of runaway youth and their families.</p>	<p>Alternatives to the Court Experience (ACE) and the Parent and Adolescent Support Services (PASS) programs have demonstrated effective outcomes for the youth served since their inception. In FY18 the programs will receive approximately \$3.8M in additional funding to add two new teams of caseworkers and supervisors. There will be a dedicated PASS team redeployed to support the Mayor's new cross-agency effort (Strengthening Teens Enriching Parents, or STEP) to support youth reported missing to MPD. The design and protocols of the STEP team will be completed in early FY18. As part of the STEP initiative,</p>	<p>Complete</p>	<p>In FY18, STEP served 132 vulnerable youth who were reported missing by MPD; staff developed strategies and best practices for serving youth reported missing to decrease Missing Person's Reports. PASS completed strategic outreach to stakeholders and established a PASS Crisis and Stabilization Team. In addition, YSD hired staff to increase data and reporting accuracy and hired bi-lingual staff to serve more youth. Combined, STEP, ACE, and PASS received over 3,000 referrals in FY18.</p>	

Title	Description	Complete to Date	Status Update	Explanation
	referrals which traditionally came from schools and service providers will be coming from MPD. Another PASS team will be dedicated specifically to high risk youth and providing a higher intensity of services. The other new staff will be focused on growing both programs to better meet demand.			