

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.

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) provides an array of social services and supports for District residents to solve crises, strengthen families and connect to resources and programs to improve their well-being. FSA manages a system of care to make homelessness rare, brief and non-reoccurring; administers a system of services and supports for youth who are at-risk of court-involvement, school disengagement, homelessness and repeat teen pregnancy, and provides crisis-intervention services for families and refugees.

The Economic Security Administration (ESA) determines and maintains eligibility for cash, food, child care, and medical benefits. ESA also, through a Two Generational (2Gen) 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.

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY21, DHS and its partners granted emergency rental and utility financial support for more than 23,000 District households facing housing instability due to the pandemic.	In FY21 DHS and its partners launched the Stronger Together by Assisting You program (STAY DC), a financial assistance fund that supports covering past and future rental payments and utilities for residents facing housing instability due to the pandemic. In early FY21, the District received \$200 million from the U.S. Treasury as part of its efforts to offer rent relief to families facing economic hardship due to the Coronavirus pandemic. The District directed an additional \$152 million from its American Rescue Plan award, bringing the fund's total to \$352 million. The efforts of District employees supporting STAY DC to allocate about \$10 million dollars per week to residents in need resulted in the District being the regional leader in pandemic rent relief fund distribution and led the nation in per capita spending of Emergency Rental Assistance Program funds, while being second in the nation in the percent of its allocation spent.	District residents who are the most in-need were hit the hardest by the pandemic in many ways, including financially. By the end of FY21, more than 90% of the program's \$352 million had been obligated to more than 23,000 District households. 83% of the awarded households fell at or below 30% of the median family income – about \$38,700 for a family of four. Another 14% were in the range of 50% of the median family income, about \$64,500 for a family of four. The financial support provided through STAY DC allowed DC residents to remain in their homes through this difficult season, a foundational step to economic recovery and a key to the peace of mind for families trying to rebuild during this difficult time.
In FY21, DHS issued \$124 million in Pandemic-EBT funds to more than 50,000 households with children across the District.	In FY21, DHS continued remote operations and launched hybrid operations, refining the systems and business processes introduced in FY20 as a result of the COVID-19 pandemic, including those relating to Pandemic-EBT (P-EBT), which provides additional food assistance to families of children eligible for free and reduced lunch in schools. DHS staff has continued to be agile in navigating the ever-shifting landscape of the pandemic, fielding calls through the dedicated P-EBT call center and doing their part to ensure that the nutritional needs of the children of the District don't go unmet.	In FY21, DHS continued to secure and distribute enhanced federal resources to provide temporary food assistance to families of children who were eligible to receive meals under the National School Lunch Program (NSLP). The program replaced in-school breakfast and lunch for eligible children who would have otherwise missed the meals due to school closures caused by the COVID-19 pandemic. The emergency funds provided many District families facing food insecurity with additional resources during the public health emergency, as DHS issued \$124 million to more than 50,000 households across the District.
In FY21, DHS supported the transition of more than 1,600 District residents into permanent housing	DHS's housing-first strategy remains central to our work to make homelessness rare, brief and non-recurring for District residents. For the first time ever, the agency supported the transition of more than 1,600 residents into permanent housing in one year, providing peace of mind, physical safety and a strong foundation for stable living for these residents and their families. For many residents, moving into permanent housing over the past year ended years of homelessness, allowing them to focus on building towards their long-term goals for themselves and their families, rather than having a more singular focus on the short-term day-to-day basic needs that need to be met.	In FY21 DHS supported the transition of more than 1,600 District residents into permanent housing during the public health emergency, the highest number of residents DHS has ever moved into permanent housing in one year. This marks a major milestone in the agency's work to achieve the Bowser administration's goal of making homelessness rare, brief and non-recurring in the District. This milestone, which contributed to a 20% overall decrease in homelessness since last year, is a result of focused efforts to reform DHS systems to better serve residents, including decreasing the length of time from voucher application to lease-ups from six months to two months since December 2020 and achieving a 100% utilization rate of FY20 vouchers. The agency looks to build on the success of FY21 into FY22, beginning with the District's goal of working with community partners and housing partners to place 1,250 families and individuals into housing by February 28, 2022 through the fifth annual "Home for the Holidays" campaign.

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)											
Individuals becoming homeless for the first time	Quarterly	3428	2993	No Target Set	620	552	472	696	2340	No Target Set	
Average length of time (days) experiencing homelessness (individuals)	Quarterly	175	160	No Target Set	192	168	203	167	179	No Target Set	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of individuals returning to homelessness within 6-12 months	Annually	7.5%	5.4%	No Target Set	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5.7%	No Target Set	
2 - Develop an effective system of care for families who experience homelessness. (3 Measures)											
Families becoming homeless for the first time	Quarterly	605	531	No Target Set	109	107	74	115	405	No Target Set	
Average length of time (days) experiencing homelessness (families)	Quarterly	281	256	No Target Set	281	172	149	136	184.5	No Target Set	
Percent of families returning to homelessness within 6-12 months	Annually	2.1%	3.4%	No Target Set	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2.2%	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	Quarterly	42.3%	Not Available	60%	No data available	No data available	No data available	No data available	No data available		
Percent of teen parents who met the educational component of their Individual Responsibility Plan (IRP)	Annually	63.8%	77%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80%	Met	
Number of youth who exited the youth homelessness system to permanent, stable housing	Quarterly	23	69	48	28	12	0	5	45	Nearly Met	Due to the onset of the covid pandemic, the youth homeless system was not exiting youth from programs.
Number of youth diverted from shelter or time limited housing programs (includes family preservation, reunification with natural supports, and other exits to permanency)	Quarterly	31	73	36	24	12	28	26	90	Met	
Percent of teen parents receiving services from the Teen Parent Assessment Program (TPAP) who do not have additional pregnancies	Annually	85.1%	91.6%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of youth who completed Youth Services Division programs without juvenile justice involvement while they were in the program	Quarterly	88.9%	91.4%	85%	93%	95%	95%	98%	95.3%	Met	
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	Quarterly	86.4%	84.3%	85%	92%	76%	80%	86%	83.5%	Nearly Met	YSD just missed its target for the fiscal year because of the impact the covid pandemic had on the previous quarters (Q1, Q2 and Q3) when case management was taking place virtually. Although during Q4 in-person case management resumed, the underreporting that took place throughout most of the fiscal year resulted in not meeting our target. That is, case workers had to complete the CAFAS based on client self-report rather than receiving information from multiple sources and initial CAFAS scores tended to be either low or remained the same, so rates of improvement were less than previous fiscal years
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)	Quarterly	28.7	19.8	10	12	12	9.8	15.4	12.3	Met	
Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Quarterly	9	5.4	18	3	2.9	2.1	3.7	2.9	Unmet	The low number of employment placements for TANF customers in FY21 can be attributed to the impacts of the COVID pandemic. It has been increasingly difficult to source new job opportunities and many pre-existing opportunities have been eliminated as the pandemic has continued. Additionally, childcare has been less available and many individuals have elected to not be vaccinated, eliminating them from many opportunities.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of TANF Employment Program Participants Who Participated in Eligible Activities	Quarterly	16%	23.5%	25%	21%	21%	22%	23%	21.8%	Unmet	The number of eligible customers served by the agency has grown significantly in FY21 from the previous year that didn't contribute to increased assignment to the vendors (due to # of outstanding assignments/IRPs?). The average number of customers served by the JPSP for FY21 went down by 30%. But the overall participation of the customers served by the JPSPs has steadily gone up. The agency has been working with the teams to complete the outstanding assessments and IRPs that will allow them increased assignment to vendors
Percent of Newly Employed Customers Earning a DC Living Wage	Quarterly	41.8%	62.8%	35%	79%	82%	61%	68%	72.5%	Met	
5 - Improve the customer experience at DHS service centers. (7 Measures)											
Call Center: Abandonment Rate	Quarterly	62%	23.5%	40%	29%	21%	21%	36%	26.8%	Met	
SNAP Error Rate	Quarterly	15.7%	Not Available	10%	Needs Update	Waiting on Data	Waiting on Data	Waiting on Data	No data available		
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	Quarterly	95.5%	95.3%	95%	92%	Waiting on Data	Waiting on Data	Waiting on Data	92%	Nearly Met	Currently awaiting SNAP Application Timely Processing Rate calculation due to ongoing COVID-19 Pandemic
Service Center Average Wait Time in Lobby (minutes)	Quarterly	122.5	Waiting on Data	110	No data available	No data available	No data available	No data available	No data available		
Service Center Average Wait Time in non-Lobby (days)	Quarterly	5	4	7	No data available	No data available	No data available	No data available	No data available		
Call Center: Average Wait Time (Minutes)	Quarterly	23.8	32.5	12	20	10	10	49	22	Unmet	In FY21 the DHS call centers saw a significant increase in call volume. DHS took measures to support call center staff with navigating the increase, however wait times were still longer than anticipated due to the learning curve of ramping new support staff up. DHS expects this wait time to continue to improve in FY22.

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Service Center Same Day Completion Rate (Percent of Lobby Cases)	Quarterly	85%	83.7%	85%	No data available	No data available	No data available	No data available	No data available		

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
1 - Homeless Services Continuum- Individuals (6 Measures)							
Number of individuals experiencing homelessness (annual)	11,096	9253	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8325
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	3875	3947	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3871
Number of homeless Veterans, Point-in-Time (PIT)	292	294	Annual Measure	Annual Measure	Annual Measure	Annual Measure	186
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	1374	1337	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1943
Average monthly housing placements (Individuals experiencing homelessness)	116	75	76	66	73	50	66.3
Average monthly housing placements (Veterans)	47	30	21	18	17	16	18
2 - Homeless Services Continuum- Families (4 Measures)							
Number of family households experiencing homelessness (annual)	1537	1371	Annual Measure	Annual Measure	Annual Measure	Annual Measure	924
Number of housing placements annually (family households)	788	715	Annual Measure	Annual Measure	Annual Measure	Annual Measure	617
Number of family households experiencing homelessness, January Point-in-Time (PIT)	815	768	Annual Measure	Annual Measure	Annual Measure	Annual Measure	405
Average monthly census in family shelter	534	472	280	185	118	151	187
3 - Youth-Focused Diversion Services (5 Measures)							
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	47	48	35	30	32	35	132
Number of youth served by the Strengthening Teens Enriching Parents (STEP) program	444	364	55	39	37	32	80
Number of youth experiencing homelessness placed into a housing program through the Coordinated Assessment and Housing Placement (CAHP) system	16	22	67	76	98	86	349
Number of youth served in the Alternatives to the Court Experience (ACE) program	778	614	174	117	119	32	266
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	444	364	124	190	222	174	347
4 - TANF and FSET Case Management and Employment Assistance (7 Measures)							
Total Number of Work-Eligible TANF Customers (Monthly Average)	9380	10,544	11,155	11,491	11,037	10,342	11,006.3
Average Number of Families Entering TANF (Per Month)	346	331	292	229	211	188	230
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	22,248	24,959	26,254	26,781	25,802	24,801	103,638
Average Number of Families Exiting TANF (Per Month)	350	233	211	177	574	645	401.8
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	11,036	12,405	13,124	13,519	12,985	12,167	12,948.8
Average TANF Caseload (Per Month)	12,544	13,813	14,762	15,092	14,902	14,501	14,814.3
Number of Families Re-certified for TANF Eligibility (Per Month)	644	Not Available	No data available	No data available	1531	1710	810.3
5 - Eligibility Determination and Enrollment Support (12 Measures)							
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	3081	Not Available	No data available	No data available	3895	4036	1982.8

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
Medical Assistance: Number of Medicaid Applications	10,613	Waiting on Data	Needs Update	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
SNAP: Number of SNAP Applications (Monthly Average)	3205	3953	6184	Waiting on Data	3083	3784	4060.5
Medical Assistance: Number of Medicaid Applications that are Approved	10,940	Waiting on Data	Needs Update	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
SNAP: Average SNAP Caseload (Per Month)	65,447	70,419	83,090	87,198	87,354	83,044	85,171.5
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	32,615	33,198	37,358	29,503	33,989	41,163	35,503
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	259,356	258,723	236,220	203,214	Waiting on Data	Waiting on Data	Waiting on Data
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	14,987	14,840	15,133	15,131	Waiting on Data	Waiting on Data	Waiting on Data
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	831	Not Available	No data available	No data available	No data available	No data available	No data available
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	558	687	No data available	No data available	No data available	No data available	No data available
Call Center: Average Number of Calls Served (Per Month)	12,348	20,473	26,234	23,079	26,582	26,139	25,509
SNAP: Number of New Households Approved for SNAP and Receiving SNAP Benefits (Per Month)	2350	2771	2333	1920	1322	1587	1790.5

2021 Operations

Operations Title	Operations Description	Type of Operations
1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Activity)		
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	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-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. 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
4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (1 Activity)		

Operations Title	Operations Description	Type of Operations
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
5 - Improve the customer experience at DHS service centers. (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
7 - Create and maintain a highly efficient, transparent, and responsive District government. (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

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	Complete	In FY21, DHS made meaningful strides in the areas of employee engagement, equity and inclusion. The agency formed the Bold Racial Accountability & Vision for Equity (B.R.A.V.E.) Team, a representative team of employees tasked with developing, organizing and championing the agency's racial and social equity efforts. The team officially launched in February 2021 and has reached significant milestones in FY21, including finalizing the group's mission and problem statements, defining the group's scope of work, and identifying foundational workstreams. In FY22 the B.R.A.V.E. Team will continue to build internal capacity for racial equity efforts by creating a racial equity plan to accomplish changes to policies, practices and systems. With regards to the agency's strategic plan, in FY21 drafts of the agency's vision, values and long-term goals were created. In FY22 DHS will finalize each component of the strategic plan, including creating the roadmaps to achieve each goal. The continuation of monthly agency-wide email campaigns allowed DHS to inform and recognize employees and provided virtual employee engagement opportunities. In FY22, DHS looks forward to resuming in-person social engagement and wellness events, and adding additional contributors to out agency-wide internal communications. DHS established an employees group of Reopening Champions to coordinate and provide a feedback loop on employee concerns related to morale, equity, and being in the workplace during a pandemic (masks, PPE, covid testing, etc.). At the close of FY21, DHS administered an Employee Viewpoint Survey and will share those results and implement action plans for teams in FY22.	
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.	Complete	In FY21 Q4, DHS completed reopening of 3 Service Centers and central office for in-person operations, providing communications and robust staff support throughout the quarter. The reopening included a shift to hybrid operations, which included major changes to safety procedures and equipment, scheduling, and telework policies. Hybrid operations have also necessitated changes to daily data, performance monitoring, and management techniques. As DHS navigates a 36% increase in SNAP certification workload above pre-COVID levels, it has also obtained waivers for interview requirements, increased staffing to the Public Benefits Call Center, and honed processing efficiencies. For FY21, DHS completed an upgrade of its workflow management system and practices, including rebalancing teams and redefining responsibilities, integrating workload and processing across access points, and developing practices to maximize capacity. DHS also completed development of its pre-authorization review process to improve processing quality, including system development, creating procedures, delivering training, and generating templates. The agency also addressed processing quality by integrating case review processes across several functions and overhauling corrective action development practices. In FY21, DHS increased the amount of supportive benefits available to District families by delivering Pandemic-EBT benefits. The agency also improved access to Alliance benefits by implementing certification changes and dedicating Call Center resources to the Alliance certification process. Finally, DHS completed renovation to the Anacostia Service Center location and initiated facility improvements to the Taylor Street and Fort Davis sites, as well.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	75-99%	<p>In FY21, the Department of Human Services was awarded 1,142 (PSH-I: 214; TAH-I: 66; EHV-I: 532; PSH-F: 96; TAH-F: 59; EHV-F: 175) housing vouchers from fiscal year budget enhancements and the American Rescue Plan Act of 2021. As a result, DHS referred a total of 1,198 clients across all voucher programs throughout the fiscal year. From these referrals a total of 1,140 clients who are currently working towards housing, if not already housed. To date, DHS has housed a total of 490 (25%) homeless clients into permanent housing. It is important to note that 707 of the 1,142 vouchers awarded to the District in FY21 came online in July 2021; therefore, DHS is still currently working towards referring individuals and families into these voucher resources. DHS previously launched an initiative to improve the efficiency of voucher utilization.</p> <p>The initiative resulted in many recommendations that included 1) the creation DCHA's Voucher Budget Utilization Report, which is reported on quarterly; 2) data sharing for a creation of shared voucher utilization dashboard 3) identifying creative ways to speed up housing application submissions and determining eligibility. On the individual's side, the PEP-V and EHV (Emergency Housing Vouchers from American Rescue Plan Act) Sprints have increased voucher utilization. Since December 2020, the lengths of time between voucher application to lease-ups has reduced from 6 months to two months. Since beginning of the PEP-V sprint and addition of EHV Sprints have housed a total of 304 individuals. On the family's side, Project 170 is making incremental steps in improving voucher utilization for families. Since beginning Project 170, DHS has housed 141 families in permanent housing. Not including EHV's, the individuals programs has been able to utilize 100% of FY20 vouchers and is now experiencing turnovers. However, at the conclusion of FY21, the family programs were still working to lease-up households in their vouchers and are at 73% complete. DHS has also been able to track the length of time from voucher approval to lease-up more closely to identify strategies to decrease the time in-between.</p>	DHS received an influx of EHV's towards the end of the year, causing the agency to land slightly out of reach of fully completing this goal. The agency expects to reach its goal in early FY22.
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.	75-99%	In FY21 DHS efforts to develop targeted components of the FRSP case management program model were stalled due to other pressing priorities that presented themselves through the public health emergency. DHS pivoted to focusing efforts on extending families in FRSP and improving work participation in TANF. In FY22 DHS will refocus on Career MAP, DC Flex expansion and modifications to management structure for FRSP case management.	This initiative was slowed down due to other more pressing matters presenting themselves during the public health emergency. In FY22, DHS will refocus on Career MAP, DC Flex expansion and modifications to FRSP's case management structure.
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.	50-74%	FY21 culminated with the District submitting a State Plan Amendment to the US Centers for Medicare & Medicaid Services (CMS) to request approval to establish DC's inaugural Medicaid-financed housing supportive services benefit. The achievement of this milestone is the result of multi-year program design, cost analysis, consensus building and information sharing efforts between DHS and its contracted PSH providers, stakeholders to DC's homeless continuum, and DHCF. In the District's first strategy to end homeless, HomewardDC, replacing local funds with Medicaid money to pay for housing case management, is included as a key path to financing the multiple homeless continuum improvements required to make homelessness rare, brief and non-recurring. Through a deliberative process with PSH providers and DHCF, one per member per month reimbursement rate was established to achieve equitable compensation to entities delivering PSH services, five core PSH provider performance metrics were developed to track the impact of their efforts on clients' housing tenancy outcomes, and DHS on the brink of finalizing the third iteration of its PSH contract with providers that reflects needed refinements to the program identified through this project. Each entity seeking to enroll in DC's Medicaid program, for reimbursement as a HSS provider, must first have an executed contract with DHS. The District is on-track to launch the new Medicaid Housing Supportive Services (HSS) benefit in FY23, Quarter 3 (April 2022).	In FY21, many strides were made towards redesigning the Permanent Supportive Housing program, culminating with the District submitting a State Plan Amendment to the US Centers for Medicare and Medicaid Services to request approval to establish DC's inaugural Medicaid-financed housing supportive services benefit. DHS expects that these changes will be implemented in FY22.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
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.	0-24%	This project is part of the homeless services system transformation for single adults planned under Homeward DC 2.0. The goal is to streamline entry into shelters through a central hub/hotline, thereby allowing DHS to implement more robust prevention and shelter diversion programming (via Project Reconnect). Initial planning has begun, and DHS has begun hiring staff that are critical to the Project Reconnect expansion. DHS has also begun realigning shelter policy and data collection requirements (starting with the new 801E Men's Shelter, anticipated to come online in January 2022) to begin shifting the system towards this new vision.	In FY21 this initiative was focused on research and development in order to provide the best service possible for individual District residents experiencing homelessness. DHS anticipates this initiative's completion in FY22.
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.	Complete	Workforce, Employment and Training (DCWET) completed the following projects during FY21 to enhance whole-family services: 1. Case Coaching – LIFT-DC provided a case coaching training to 15 staff in the Office of Work Opportunity (OWO) and offered ongoing technical assistance to OWO supervisors for the Targeted Mobility Coaching (TMC) Program. The training helped improve staff's day-to-day interactions with customers assigned to TMC and taught them how to better motivate customers to achieve their employment and education goals. 2. DC MOMS – The Office of Work Opportunity (OWO) completed the pilot period for the DC Mental health Outreach for Mothers (DC MOMS) program during the first quarter of FY21. 183 mothers completed DC MOMS during the pilot. Yale's Elevate team provided ongoing technical assistance to DCWET in FY21 to plan the relaunch of the program. This included plans for staffing, incentives, outreach and recruitment, training, etc. Classes for DC MOMS are scheduled to begin on October 26th and October 28th. 3. Customer portal – DCWET launched the TEP Customer Portal on June 25th. The portal is an online tool that allows customers to submit documentation necessary to satisfy work readiness, employment, or training program requirements. This includes the Universal Time and Attendance Form, Volunteer Service Agreement, Non-Traditional Employment Earnings Form and DHS Work Experience Agreement. SPOT trained all 13 TEP providers on the new portal and conducted a demo for the ESA Administrator. SPOT is looking to put together customer training videos later this month and in early November to complement the portal. The Customer Portal and DCWET MAP trainings were added to the training catalog for FY22.	
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.	Complete	The Division of Customer Workforce, Employment and Training (DCWET) established the following partnerships during FY21 to enhance employment outcomes for TANF and SNAP E&T customers: 1. Beginning in FY20, DCWET initiated a partnership with the Baltimore D.C. Building Trades, the Local Affiliate of North America's Building Trades Unions that supports the 28 local unions in the greater Baltimore/Washington, DC/Northern Virginia region - which represent thousands of skilled craft professionals in the building and construction industry. TANF and SNAP E&T staff have been meeting with Building Trades staff that represent 19 construction unions since October 2020. DCWET staff have been recruiting SNAP E&T and TANF participants to apprenticeships offered through the Building Trades. 2. SNAP E&T program finalized an MOU with the Workforce Investment Council to co-fund additional healthcare sector training through one existing SNAP E&T grantees – SOME, with placements connected to employment opportunities through their healthcare intermediary partner DC Hospital Association. A total program budget of up to \$180,192 (including \$30,192 in SNAP E&T 50% funds) will be used to train and provide comprehensive case management services to 14 SNAP recipients and 11 non-SNAP DC residents (funded 100% through WIC), as well as support additional participant payments. 3. The SNAP E&T program also completed a Request for Applications (RFA) process that increased the provider pool from 19 to 23 for FY22. Final grant agreements and MOU documents are currently in OGC review, with a goal of finalizing in the next few weeks.	
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.	Complete	The Division of Customer Workforce, Employment and Training (DCWET) completed the following activities to connect customers to meaningful employment in FY21: 1. Digital Divide – Beginning in FY20, DCWET's Office of Performance Monitoring (OPM) issued guidance that allowed providers in the TANF Employment and Education Program (TEP) to secure 650 laptops/tablets for customers participating in education or employment activities. The SNAP Employment and Training (SNAP E&T) Program also worked on the digital divide by launching a Laptop Loaner Program through employment partner, Byte Back. The program is open for all SNAP E&T grantees to make referrals and had a total inventory of 150 laptops. 2. Hiring Events – DCWET hosted and partnered on several employment and job fairs, including: (1) The TEP Healthcare Education Fair (July 22nd) with over 160 TEP customers in attendance, (2) TEP Universal Job fair (May 19th and August 18th) with 91 TEP customers participating, (3) two Unified Education Fair focusing on the Hospitality Industry (October 2021) with 9 education and training partners, and (4) the Pathways to Human Services Hiring Event with over 200 jobs posted with DHS and partners and over 1,000 jobseekers registered overall.	

