

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# Department of Human Services FY2020

**Agency** Department of Human Services

**Agency Code** JAO

**Fiscal Year** 2020

**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 a 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.

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY20, District residents gained virtual access to benefits and increased food benefits, ensuring a higher level of food security in the midst of the COVID-19 pandemic.	DHS staff transitioned to remote operations, developed and learned new systems and business processes and controls. DHS stood up an entirely new resident-facing call center to support P-EBT. Policy staff relentlessly pursued, defended and justified necessary administrative flexibilities every 30 days. Throughout the pandemic, the entire team remained extremely nimble and dedicated to ensuring services to District residents.	<p>Ensuring safe access to services and supports in the context of the COVID-19 pandemic required major changes in the ways residents apply for and maintain their benefits. To facilitate this, DHS launched an online portal where residents can apply for TANF, SNAP, or medical assistance. The online application allows customers to submit initial applications, recertifications, mid-certifications, verification documents, and change of circumstances for food, cash, and medical assistance. DHS also launched DC Access, the District's mobile application (mobile app) for cash, food and medical public benefits. DC Access allows residents to apply for public benefits available in the District. Through the app, District residents may also complete public benefit recertifications and mid-certifications, view upcoming and past benefit distributions, and update personal/household information. The mobile app has become the most efficient way for clients to access benefits at this time.</p> <p>Since the public health emergency began, DHS availed our community of every flexibility permitted by the Federal government to protect residents' access to benefits while keeping them and our staff safe. These flexibilities allowed DHS to waive interview requirements, extend benefits without requiring customers to complete the recertification requirements, and receive authorization for online purchase of groceries. We collaborated with Council on emergency legislation to implement similar flexibilities for cash assistance programs. DHS also secured enhanced federal resources such as Pandemic-EBT (P-EBT) to provide temporary food assistance to families of children who were eligible to receive meals under the National School Lunch Program (NSLP). Due to the closure of schools, P-EBT benefits are meant to replace in-school breakfast and lunch for eligible children. Through FY20, DHS issued over \$25 million to more than 65,000 children. In addition, the District issued over \$42 million in SNAP emergency allotments to over 39,000 District SNAP households. Emergency allotments ensured all District SNAP households receive the maximum SNAP allotment for their household size.</p>
During the COVID-19 pandemic, DHS protected the health and safety of low-barrier shelter residents by designing and executing isolation and quarantine operations as well as infection prevention measures and controls throughout the homeless services system.	<p>Since the beginning of the public health emergency, DHS modified operations and implemented a strategy to prevent the introduction and spread of COVID-19 in low-barrier shelters. As DHS opened isolation and quarantine (ISAQ) and Pandemic Emergency Program for Medically Vulnerable Individuals (PEP-V) sites throughout the city, staff from across the agency reprioritized their responsibilities to meet the needs of the more than 2,000 residents who received services from these sites in FY20. DHS employees were called on to staff a new 24-hour ISAQ hotline, provide 24-hour support services in each site, and rapidly develop and execute contracts with a wide range of providers during this time.</p> <p>As the situation on the ground and knowledge of COVID rapidly evolved, DHS constantly updated policies and practices, and led a steady stream of provider calls to ensure consistent execution of any updated guidance. DHS also worked closely with the network of homeless services providers to design and implement the safest environment possible for District residents during the COVID-19 response.</p>	<p>Since the beginning of the COVID-19 pandemic, residents in low-barrier shelters have been at great risk of COVID-19 infection. Based on federal guidelines, DHS implemented strategies to prevent the introduction and spread of COVID-19 low-barrier shelters by significantly modifying operations. DHS extended shelter hours to 24/7; reduced the number of residents to approximately 65% of pre-COVID capacity; spread out and rearranged beds; staggered mealtimes and changed to grab-and-go meals; and implemented enhanced cleaning protocols of all dorms and common spaces. DHS also established daily screening protocols, contact tracing, and mass testing strategies to ensure a rapid response of isolation and quarantine, as needed.</p> <p>DHS also designed and implemented isolation and quarantine (ISAQ) sites for anyone who had tested positive for COVID-19, was waiting for test results, or was a close contact of a positive case, and could not safely quarantine at home. In addition, DHS created and opened the Pandemic Emergency Program for Medically Vulnerable Individuals (PEP-V) to provide access to self-quarantine/social distancing for individuals experiencing homelessness who had risk factors associated with severe health outcomes and death were they to contract COVID-19. In FY20, over 2,000 residents received services at an ISAQ and/or PEP-V site. In addition, DHS determined which residents at PEP-V were also eligible for Permanent Supportive Housing, and as a result 33 residents moved from PEP-V to permanent housing.</p>

Accomplishment	Impact on Agency	Impact on Residents
In FY20, DHS ended the use of hotels as emergency shelter for families.	<p>On August 31, 2020, DHS's contract with the final hotel in use as shelter for District families experiencing homelessness ended, and DHS reached its years-long goal of ending the reliance on hotels for emergency family shelter. The move away from hotels, which housed more than 700 families as recently as three years ago, allows DHS to provide a more supportive environment for families and marks a major milestone in the agency's work to achieve the Bowser Administration's goal of making homelessness rare, brief and nonrecurring in the District. In addition to DHS's commitment to reducing the number of families experiencing homelessness through prevention efforts, the introduction of the Short Term Family Housing (STFH) program has been key to achieving this goal.</p> <p>Since FY19, a total of six STFH sites have opened across Wards 3, 4, 5, 6, 7 and 8, along with the temporary location at 4300 12th Street. These sites have served as the centerpiece for DHS's emergency response system for families, providing a dignified, modern environment with intensive case management to help families stabilize and exit homelessness in under 90 days on average. With the opening of an additional site in Ward 1 in early FY21, DHS's capacity to serve the needs of families experiencing homelessness will continue to increase.</p>	<p>In August 2020, the last of the families sheltered in city hotels made their moves into their own apartments, or to Short Term Family Housing (STFH) programs and apartment-style shelters where they were further supported in their transition permanent housing. District families facing homelessness are now welcomed into settings that are designed for them. Emergency shelter programs are embedded in community, beautifully designed, and conveniently located. Smaller, family-oriented sites are conducive to more effective service delivery.</p> <p>Over the last two years, DHS has opened new STFH sites in Wards 3, 4, 5, 6, 7, and 8, with an additional site slated to open in Ward 1 in early FY21. By building out facilities across the city, service providers have had greater ability to reach customers and connect them with nearby supports to get back on their feet and into permanent housing quickly. The length of time families experience homelessness is decreasing, down from an average of 281 days in FY19 to 256 days in FY20, and they report increased satisfaction overall.</p> <p>The variety in location has also allowed DHS to work closely with DC Public Schools and the Office of the State Superintendent of Education to keep school-aged children and their families in close proximity to their school communities, providing an added layer of support for families working towards housing stability.</p> <p>DHS providers have formed partnerships in communities that host STFH programs. Neighbors are involved a variety of ways such as, volunteer activities, providing enhanced programming, donating school supplies, holiday gifts, and other essential items.</p>

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)</b>												
Individuals becoming homeless for the first time	Quarterly	5172	6933	3428	No Target Set	1169	1070	317	437	2993	No Target Set	
Average length of time (days) experiencing homelessness (individuals)	Quarterly	126	113	175	No Target Set	211	169	212	252	160	No Target Set	
Percent of individuals returning to homelessness within 6-12 months	Annually	6%	6.8%	7.5%	No Target Set	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5.4%	No Target Set	
<b>2 - Develop an effective system of care for families who experience homelessness. (3 Measures)</b>												
Families becoming homeless for the first time	Quarterly	861	415	605	No Target Set	195	160	85	91	531	No Target Set	
Average length of time (days) experiencing homelessness (families)	Quarterly	328	350	281	No Target Set	252	247	270	288	256	No Target Set	
Percent of families returning to homelessness within 6-12 months	Annually	2%	1.6%	2.1%	No Target Set	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3.4%	No Target Set	
<b>3 - Implement a system of services and supports for youth, parenting youth and their families (7 Measures)</b>												
Percent of youth engaged in the Alternatives to Court Experience (ACE) and Parent and Adolescent Support Services (PASS) programs who complete the programs without additional legal involvement	Quarterly	88.3%	90.8%	88.9%	85	89.3%	93%	87.4%	96.1%	96.1%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Youth Shelter Exits to Permanency	Quarterly	New in 2018	50	23	8	4	18	23	24	69	Met	
Youth Diverted from Shelter Placement	Quarterly	New in 2018	8	27	16	17	19	15	25	73	Met	
Percent of youth who completed the ACE and PASS programs and show improvement in school attendance when truancy is an issue at the time of referral	Quarterly	63%	47%	42.3%	60	63.9%	64.6%	No data available	No data available	No data available		
Percent of youth engaged in PASS, ACE, and Strengthening Teens Enriching Parents (STEP) who show improved functioning at closure as indicated by declines in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	Quarterly	90%	80.8%	86.4%	85	80.2%	85.4%	81.1%	92.1%	92.1%	Neutral Measure	
Percent of teen parents receiving services from TPAP who are enrolled in an educational or vocational training program and are meeting the requirements of the Educational component of their Individual Responsibility Plan (IRP)	Annually	67%	76%	63.8%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	77%	Met	
Percent of teen parents receiving services from the Teen Parent Assessment Program (TPAP) who do not have additional pregnancies	Annually	98%	99%	85.1%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	91.6%	Met	
<b>4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (4 Measures)</b>												
Percent of TANF Employment Program Participants Who Participated in Eligible Activities	Quarterly	New in 2018	18.5%	16%	25%	26%	26%	22%	20%	23.5%	Nearly Met	Due to the COVID-19 pandemic, DHS was unable to achieve this KPI in FY20.
Percent of Newly Employed Customers Earning a DC Living Wage	Quarterly	New in 2018	33.5%	41.8%	35%	54%	61%	60%	76%	62.7%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Quarterly	New in 2018	10	28.7	10	28.2	25.3	15.6	10	19.8	Met	
Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	Quarterly	New in 2018	15.2	9	18	10.3	6	2.6	2.5	5.4	Unmet	In response to the COVID-19 pandemic, DHS, its providers and many partner employers made significant modifications to programs, services and operations. As a result of these modifications, the number of employment opportunities available to TANF customers was significantly decreased, which led to fewer overall placements in FY20.

**5 - Improve the customer experience at DHS service centers. (7 Measures)**

Call Center: Abandonment Rate	Quarterly	37%	50.2%	62%	40%	55%	13%	13%	13%	23.5%	Met	
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	Quarterly	New in 2018	95.4%	95.5%	95%	95.2%	95.3%	Waiting on Data	Waiting on Data	95.3%	Met	
Service Center Average Wait Time in Lobby (minutes)	Quarterly	New in 2018	113	122.5	110	119	130	135	No data available	96	Met	
Service Center Average Wait Time in non-Lobby (days)	Quarterly	New in 2018	6.5	5	7	4	4	5	3	4	Met	
Call Center: Average Wait Time (Minutes)	Quarterly	9	16	23.8	12	22	40	21	47	32.5	Unmet	In response to the COVID-19 pandemic, DHS shifted services and supports that are normally offered in-person via service centers to a 100% virtual offering. This has led to customers utilizing the call centers at a much higher rate than before. While DHS continues to make every effort to maximize staff capacity at the call center, the influx of calls has caused the wait time to increase in FY20.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Service Center Same Day Completion Rate (Percent of Lobby Cases)	Quarterly	New in 2018	84.8%	85%	85%	86%	83%	82%	No data available	83.7%	Nearly Met	ESA eliminated in-person (lobby) services as a protective measure in March 2020 (end of Q2), emphasizing existing drop-off and mail-in channels while simultaneously rolling out online and mobile options for case intake. For this reason, same-day completion rates were lower.
SNAP Error Rate	Quarterly	15.9%	14.5%	15.7%	10%	Waiting on Data	Waiting on Data	Waiting on Data	No data available	No data available		

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>1 - Homeless Services Continuum- Individuals (6 Measures)</b>							
Number of individuals experiencing homelessness (annual)	12,343	11,096	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9253
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	3770	3875	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3947
Number of homeless Veterans, Point-in-Time (PIT)	302	292	Annual Measure	Annual Measure	Annual Measure	Annual Measure	294
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	1586	1374	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1337
Average monthly housing placements (Individuals experiencing homelessness)	188	116	83	91	76	53	75
Average monthly housing placements (Veterans)	115	47	40	35	27	18	30
<b>2 - Homeless Services Continuum- Families (4 Measures)</b>							
Number of family households experiencing homelessness (annual)	1545	1537	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1371
Number of housing placements annually (family households)	621	788	Annual Measure	Annual Measure	Annual Measure	Annual Measure	715
Number of family households experiencing homelessness, January Point-in-Time (PIT)	924	815	Annual Measure	Annual Measure	Annual Measure	Annual Measure	768
Average monthly census in family shelter	670	534	528	562	473	326	472.3
<b>3 - Youth-Focused Diversion Services (4 Measures)</b>							
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	51	47	35	34	32	33	48
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	498	444	244	251	205	158	364
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	13.8	16	19	25	20	24	22
Number of youth served in the Alternatives to the Court Experience Program (ACE)	693	778	495	516	307	226	614
<b>4 - TANF and FSET Case Management and Employment Assistance (7 Measures)</b>							
Total Number of Work-Eligible TANF Customers (Monthly Average)	8118	9380	9983	10,024	10,872	11,142	10,544
Average Number of Families Entering TANF (Per Month)	402	346	373	325	434	219	331
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	19,547	22,248	23,704	23,896	25,822	26,100	24,959
Average TANF Caseload (Per Month)	11,651	12,544	13,251	13,326	14,177	14,559	13,813
Average Number of Families Exiting TANF (Per Month)	413	350	383	369	101	140	233
Number of Families Re-certified for TANF Eligibility (Per Month)	604.8	644	691	899	No data available	No data available	No data available

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	9551	11,036	11,745	11,793	12,791	13,108	12,405
<b>5 - Eligibility Determination and Enrollment Support (12 Measures)</b>							
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	3340	3081	3226	3967	No data available	No data available	No data available
Medical Assistance: Number of Medicaid Applications	3518	10,613	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
SNAP: Number of SNAP Applications (Monthly Average)	3367	3205	3012	2796	6021	3982	3953
Medical Assistance: Number of Medicaid Applications that are Approved	3564	10,940	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data
SNAP: Average SNAP Caseload (Per Month)	68,828	65,447	65,419	66,166	73,822	78,292	70,419
SNAP: Number of New Households Approved for SNAP and Receiving SNAP Benefits (Per Month)	2514	2350	2470	2357	3932	2504	2771
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	259,558	259,356	270,838	255,734	255,949	252,371	258,723
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	15,315	14,987	14,914	14,747	14,857	14,843	14,840.3
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	779	831	936	810	18	No data available	No data available
Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	581	558	530	568	637	1012	687
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	37,128	32,615	30,595	38,875	30,075	33,246	33,198
Call Center: Average Number of Calls Served (Per Month)	18,321	12,348	13,888	15,615	26,193	26,193	20,473

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Activity)</b>			
HOMELESS SERVICES CONTINUUM-INDIVIDUALS	Homeless Services Continuum- Individuals	The Family Services Administration provides a continuum of services to individuals experiencing homelessness or at risk of homelessness, so that they can access temporary shelter and obtain and/or maintain sustainable housing. The continuum of services includes outreach, coordinated entry, low barrier shelter, diversion and rapid exit from shelter, rapid rehousing, day programs, meal programs, targeted affordable housing and permanent supportive housing. FSA also provides targeted support for Veterans experiencing homelessness as well as resources and services during hypothermia and cold emergency alerts.	Daily Service
<b>2 - Develop an effective system of care for families who experience homelessness. (1 Activity)</b>			
HOMELESS SERVICES CONTINUUM - FAMILIES	Homeless Services Continuum- Families	The Family Services Administration provides a continuum of services to families experiencing homelessness or at risk of homelessness, so that they can access temporary shelter and obtain and/or maintain sustainable housing. The continuum of family services includes centralized intake and eligibility assessment at the Virginia Williams Family Resource Center, prevention services, temporary shelter, rapid rehousing, housing navigation, targeted affordable housing, and permanent supportive housing.	Daily Service
<b>3 - Implement a system of services and supports for youth, parenting youth and their families (1 Activity)</b>			

Operations Header	Operations Title	Operations Description	Type of Operations
Youth Services	Youth-Focused Diversion Services	DHS, Family Services Administration (FSA), Youth Services Division (YSD) provides youth-focused services through the following programs: <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>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</li> <li>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.</li> <li>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 and other District agencies to reduce the likelihood of future missing persons reports, and increase family stability.</li> <li>Homeless Youth Prevention 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.</li> <li>Additional youth homeless services include funding for the provision of emergency shelter beds and homeless prevention services; resources to help youth experiencing homelessness with shelter placement and drop-in centers that provide meals; life skills training; assessment of needs; and vocational training. Lastly, continuing to fund extended supportive housing to vulnerable youth experiencing homelessness who are 18-24 years old to achieve self-sufficiency and maintain housing stability.</li> </ul>	Daily Service
<b>4 - Through a Two Generational (2Gen) Approach, empower DHS customers to improve their economic stability and well-being. (1 Activity)</b>			
TEMPORARY ASST TO NEEDY FAMILIES (TANF)	TANF and FSET Case Management and Employment Assistance	The Economic Security Administration provides case management and employment assistance through the Temporary Assistance for Needy Families (TANF) Education and Employment Program and Supplemental Nutrition Assistance Program (SNAP) Employment and Training Program, which provide a range of services that are designed to promote long-term employability and achievement of sustaining income.	Daily Service
<b>5 - Improve the customer experience at DHS service centers. (1 Activity)</b>			
ELIGIBILITY DETERMINATION SERVICES	Eligibility Determination and Enrollment Support	The Economic Security Administration provides eligibility determination and enrollment support for Federal and District cash, food, child care, and medical benefits. These include: <ul style="list-style-type: none"> <li>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;</li> <li>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;</li> <li>District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination;</li> <li>District of Columbia's child care subsidy program; and</li> <li>Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), and the D.C. Healthcare Alliance Program.</li> </ul>	Daily Service
<b>6 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)</b>			
AGENCY MANAGEMENT/PERFORMANCE MGMT	Agency Management/Performance Management	The Office of the Director provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, legal guidance, and performance management. The Office of Program Review, Monitoring, and Investigation includes agency risk management, fraud investigation, homeless shelter monitoring and a quality control division.	Daily Service

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Agency Management/Performance Management (1 Strategic Initiative)</b>				



Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Increase employee engagement and sustain a leadership development strategy.	In FY20 DHS will utilize four years' worth of employee viewpoint surveys to implement improvements to culture specifically tied to employee engagement, equity and inclusion and leadership capacity. This will include administering a combination of follow up surveys and focus groups to assess required areas of internal capacity building. The agency will launch a sustainable strategy for leadership development, plus begin an assessment of professional development needs across the agency.	Complete	In FY20 DHS made important advances tied to employee engagement, equity, inclusion, and leadership capacity, especially in the context of a robust COVID-19 response as an agency. DHS began an assessment of professional development needs across the agency, and the Professional Development Committee will complete that assessment and findings in FY21. In addition, DHS conducted over 100 individual employee interviews to gain feedback on culture, equity, and inclusion changes that employees would like to see. In the second half of FY20 after COVID-19, DHS pivoted to hold various employee engagement activities in a virtual environment. While the agency paused spending on the planned leadership development program, DHS also put in place new activities to better support employees. These new activities include affinity groups, a book club, and the infrastructure for a team dedicated to racial and social equity at the agency. While FY20 was a unique and unprecedented year for employee engagement, DHS focused on trying new ways to support employees and new ways to engage all levels of employees as leaders.	
<b>Eligibility Determination and Enrollment Support (2 Strategic initiatives)</b>				
Improve access to benefit eligibility and enrollment services.	During FY20, DHS will continue to leverage workload trend data to determine workforce deployments and will create a quantifiable staffing model. DHS will convert 70% of remaining legacy system-related business processes to DCAS; and will sunset legacy systems and processes. Conversion will require significant planning, readiness activities, testing, training, and process design. The agency will streamline its service delivery model by strengthening DHS Call Center processes, launching a mobile application for customers to upload documents, and calibrating back office workflows to increase capacity. DHS will also augment and institutionalize management techniques by providing focused training and ongoing support for all Service Center supervisors.	Complete	DHS significantly modified benefit eligibility and enrollment services in FY20 in response to COVID-19 – with a steady focus on ensuring food and benefits access for District residents. To protect residents and staff, DHS moved swiftly to close service centers and launch an online portal as well as a mobile application. This also meant transitioning the majority of service center and processing staff to a virtual environment, as well as training staff on the new programs related to COVID-19 relief. DHS also completed several important business process improvements including a Call Center efficiency analysis; and improvements to the issue escalation unit.	
Empower workers to connect customers with range of needed services.	In FY19 DHS reduced the number of trips customers applying for TANF would need to take in order to complete their process. In FY20 DHS will expand this capability to all service centers, streamlining operations between eligibility and assessment. In FY20, DHS will foster a service culture with conscientiousness at its core – by adding a resource library for staff and hosting joint staff meetings for co-located units. Additionally, DHS will engage strategic partners to improve customer 'wayfinding' across District social service offerings; providing customer outreach and new communications tools for staff.	Complete	This initiative was significantly altered due to the COVID-19 pandemic response. To connect residents with as many economic resources as possible during this extended period of widespread economic uncertainty, DHS implemented a number of new programs in response to COVID-19, including Emergency Allotments, Pandemic-EBT (P-EBT), and online grocery purchasing. In FY20, DHS issued over \$42 million in additional SNAP benefits to over 39,000 District SNAP households, and over \$25 million in P-EBT to over 65,000 children. DHS continued significant outreach efforts so that eligible families would have access to this additional resource.	
<b>Homeless Services Continuum- Families (2 Strategic initiatives)</b>				
Complete the Opening of Neighborhood-Based Short Term Family Housing Programs.	DHS opened five dignified and service-enriched Short Term Family Housing (STFH) sites in Wards 4, 5, 7, 8 and 4300 12th Street, replacing DC General family shelter in FY19. In FY20, DHS plans to open the STFH sites in Wards 3 and 6. In addition to family living units, the new facilities offer computer labs, age-appropriate indoor and outdoor recreation space, study and meeting lounges, and space for supportive services. The specialized community organizations will employ effective models that support families' access to sustainable housing within approximately 90 days. The smaller settings in combination with the program design support a service delivery model that is equipped to address the needs and recognize the strengths of families being served. DHS will provide effective performance monitoring, technical assistance and build positive collaboration between providers, families and communities.	Complete	In FY20, DHS opened STFH sites in Wards 3 and 6. In addition to family living units, the new facilities offer computer labs, age appropriate indoor and outdoor recreation space, study and meeting lounges, and space for supportive services. The specialized community organizations employ effective models that support families' access to sustainable housing within approximately 90 days. The smaller settings in combination with the program design support a service delivery model that is equipped to address the needs and recognize the strengths of families being served. DHS continues to build on the success of the STFH facilities opened in FY19 by following a system for regular case reviews, reinforcing the importance of a housing-first model, and nurturing a work environment in which providers and DHS are able to freely exchange ideas and best practices.	There are always facilities challenges when new buildings are opened. Providers need to be in buildings for at least two weeks in order to identify the issues that their clients will experience upon move in. We continue work with DGS to resolve facilities issues at the WJ Rolark Building and the Brooks.
Address Identified Barriers and Enhance the Rapid Rehousing Program.	DHS established a Family Rehousing and Stabilization Program Task Force in FY19 to assess the program gaps and address identified challenges to enhance the program, commonly known as Rapid Rehousing. The purpose of the Task force is to recommend improvements in the key areas of: customer experience and outcomes; efficiency and effectiveness of program delivery; and oversight and accountability. In FY20, DHS will assess the recommendations of the Task Force and determine the priorities, resources, plan, and timeline for the creation of identified policy and program design recommendations.	Complete	In FY20, DHS utilized the newly developed FRSP Task force, consisting of FRSP clients, stakeholders, advocates, City Council, and city government representatives to develop and conduct feasibility studies on each of the group's suggested service delivery enhancements. Upon completion of the feasibility studies, DHS worked with stakeholders to develop and plan for implementation, including specific timelines and the launch of the new FRSP Provider Manual. In response to the COVID-19 pandemic, DHS was able to ensure the continuation of services and supports by shifting to an online FRSP orientation program for incoming families, transitioning 60% of case management documents online and expanding to virtual FRSP case management.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Homeless Services Continuum- Individuals (3 Strategic initiatives)</b>				
Enhance the low barrier shelter facilities and service delivery.	DHS will continue to reform the low barrier shelter system for unaccompanied adults in FY20 through programmatic and facility improvements. DHS will strengthen case management standards and improve quality assurance monitoring for low barrier programs to ensure the most effective and appropriate interventions are being implemented. In terms of facilities, DHS will work with DGS to begin design and renovations to three existing low barrier shelters (Emery, Blair, New York Avenue). DHS will also design two new facilities to replace the existing facilities: Harriett Tubman Low Barrier Shelter (Ward 7) and 801 East Men's Shelter (Ward 8). DHS will create plans to expand its co-ed infrastructure and specialized beds.	Complete	In FY20 DHS made significant strides in reforming low barrier shelter services and facilities. Key accomplishments include developing and implementing a new data system for case management, beginning renovations at Emery and New York Avenue shelters, and finalizing designs for the new 801 East shelter. In response to the COVID-19 pandemic, focus on low barrier shelters shifted in the second part of the year to infection prevention and control. As a result, DHS and shelter providers paused routine case management and tracking, instead taking up numerous activities to prevent the spread of COVID-19 in congregate shelters such as wellness screening, contact tracing, grab and go meals, enhanced cleaning protocols, opening shelters 24 hours a day, and isolation and quarantine operations.	
Improve the case management service delivery in permanent housing programs and finalize the categorization of the Permanent Supportive Housing site spectrum.	In FY20, DHS will improve case management service delivery in permanent housing programs through a series of refinements including finalizing core components of case management standards, incorporating comprehensive outcome metrics, and improving the quality assurance process. DHS will also finalize the categorization of the Permanent Supportive Housing site spectrum to ensure a unified system of service delivery as outlined by Homeward DC 2.0. Lastly, DHS will take the following steps toward obtaining Medicaid reimbursement for qualified PSH case management services: 1) create measurable outcomes for PSH case management services; 2) complete a case management services rate analysis; and 3) assess provider readiness and offer technical assistance for providing Medicaid reimbursable services.	Complete	This year, DHS revamped the Permanent Supportive Housing Program's (PSH) case management techniques in an effort to prepare program staff and contracted vendors for the next iteration of PSH – PSH3. PSH3 will have a more directed focus on client services, outcome measures and quality assurance, so virtual trainings provided coaching on new formats for writing case notes, understanding different case types, and outlining roles and responsibilities. The PSH program has also played a key role in providing intensive supports and facilitating housing placements that most effectively protect the health of our most vulnerable clients during the COVID-19 public health emergency.	
Increase District-wide resources to support systematic street outreach services.	In FY20 DHS will increase housing stability and ultimately improve the health, safety and quality of life of unsheltered individuals. DHS will do this by engaging clients with the appropriate level of outreach based on needs and make connections to housing systems, homeless services, public benefits, physical/behavioral healthcare, and harm reduction. DHS will ensure the new collaboration for outreach services represents a coordinated effort to serve vulnerable persons including: unsheltered individuals, those with behavioral health needs, and those with opioid use disorders. For one, DHS will enhance coordination among stakeholders by creating a new role focused on coordination. This will ensure particularly those individuals who are not accessing shelter case management are appropriately referred to services. DHS will plan a new technology platform for consultation with partners that will facilitate cross agency collaboration and improve the effectiveness of service delivery.	Complete	In FY20, the Street Collaborative took many steps to advance its mission of increasing housing stability and improving the health, safety and quality of life of the District's unsheltered residents, especially during the COVID-19 public health emergency. In addition to increased distribution of essential items including personal protective equipment (PPE), hand sanitizer and informational flyers, outreach teams conducted weekly screenings of unsheltered adults in an effort to reduce coronavirus contamination risks for clients, staff and the larger community. DHS also had nine portable restrooms and 32 handwashing stations installed, while also opening one shower facility to further meet hygiene needs during the pandemic.  Additionally, the Street Collaborative played a vital role in identifying and transferring unsheltered residents who were either at-risk for contracting COVID or those who were potentially COVID-positive to the city's Pandemic Emergency Program for Medically Vulnerable Individuals (PEP-V) and isolation and quarantine (ISAQ) sites to further protect the community during the state of emergency.	
<b>TANF and FSET Case Management and Employment Assistance (3 Strategic initiatives)</b>				
Implement targeted outreach and incentives to increase engagement in education and work activities.	In FY18, DHS laid the policy and programmatic framework to support a transition from a federally-focused employment first TANF Employment Program (TEP) model to a multigenerational program that focuses on employment, family stabilization, and education completion. In FY19, new performance-based contracts were issued and the TEP case management system was enhanced to document and track customer participation in 2Gen activities (Social Capital, Health & Wellbeing, Post-Secondary Education/Employment, Early Childhood Development, Economic Assets). In FY20, DHS will continue to engage customers and stakeholders with this new service delivery model by incorporating 2Gen activities into the TANF case plans through case coaching, career ladder tools, and further integrating services provided by ESA and FSA.	Complete	During FY20, DHS successfully transitioned case management services to a virtual environment during the COVID-19 pandemic and accelerated the inclusion of 2Gen activities into TANF case plans by developing a 2Gen Compensation Model. As a result, families received financial incentives for supporting the whole family (e.g. supporting child(ren) with distance learning, participating in a family wellness activity, etc.) while also engaging in employment and education activities.  Additionally, DHS addressed the digital divide by granting approval for each provider in the TANF Employment and Education Program (TEP) to purchase up to 650 laptops/tablets for customers participating in education or employment activities. Laptops and tablets are in process to be procured during FY21.  Other FY20 accomplishments include: 74% of TANF customers participating in the Learn Earn Advance Prosper (LEAP) Program secured full-time employment; in partnership with Yale University, 157 residents in the MOMS program completed and graduated from the eight-week stress management peer support program, with an additional 25 mothers currently participating in the program; and DHS created an online tool for customers to interact with providers.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Targeted Outreach to Wards 7 and 8.	In FY20, DHS's SNAP Employment & Training (SNAP E&T) will select two to three additional providers or partners. SNAP E&T's solicitation will target and give preference to providers located in Wards 7 and 8. In addition, DHS will expand targeted outreach to SNAP participants living in Wards 7 and 8. This includes participating in community events, individual mailers, direct calls, and robo-calls. This engagement and outreach is designed to increase participation in SNAP E&T workforce activities. Workforce activities include workforce and occupational training, job search, job placement, and job retention.	Complete	In FY20, DHS's SNAP Employment and Training Program (SNAP E&T) worked to provide targeted outreach to residents and providers in Wards 7 and 8 in the District, all while modifying services and meeting unique needs during COVID-19. DHS launched a Laptop Loaner Program through Byte Back, lending 180 laptops to SNAP E&T customers. In addition, DHS trained fifteen residents in a contact tracing program through the University of the District of Columbia. DHS provided new virtual workshops including interview skills, resume writing, job club, and financial literacy. Finally, DHS was awarded a \$671,000 Data and Technical Assistance Project grant from the USDA Food and Nutrition Service that will allow DHS to develop a comprehensive data management system for improved reporting and outcome tracking.	
Align workforce development initiatives to leverage high growth areas and key partnerships.	In FY20 DHS will continue to unify and align DHS workforce and training functions with workforce initiatives across the city. DHS will expand the Office of Work Opportunity at DHS Service Centers. DHS will also create a special projects unit to pursue funding opportunities, workforce development projects, and District-based collaborations that support customer completion or attainment of education and employment goals. Specifically DHS will: <ul style="list-style-type: none"> <li>• Introduce newly developed case coaching and career ladder tools to further support TANF customers coupling education and employment activities that support entry into career pathways;</li> <li>• Further integrate services offered through the Economic Security Administration &amp; Family Services Administration, focusing on 2Gen frameworks; and</li> <li>• Integrate the FSA Teen Parent Assessment Program (TPAP) to allow TPAP staff to work with TANF customers and their children to address childhood development needs, particularly around health and parenting skills.</li> </ul>	Complete	In FY20, DHS worked diligently to successfully connect customers to employers and career opportunities in high growth industries. DHS hosted two virtual hiring events focused on high-growth industries for residents receiving TANF and SNAP – the construction industry and the healthcare industry. In addition, DHS established a new partnership with Baltimore-DC Building Trades to more directly connect residents to training and credentialing services in the construction and building industry. Finally, DHS designed an electronic, web-based Career Pathways Tool that seeks to help TANF customers identify and understand various career options – work made possible through demonstration funding opportunities from the U.S. Department of Health and Human Services.	
<b>Youth-Focused Diversion Services (2 Strategic initiatives)</b>				
Refine and expand homeless youth interventions as directed by Solid Foundations DC Youth Homeless Plan.	In FY20, DHS is tasked with overseeing a dramatic increase in the number of beds (60 emergency, 50 transitional and 50 extended transitional) available to youth ages 18-24 experiencing homelessness. To meet this goal, DHS will issue a comprehensive Request for Applications with the expectation of opening new sites mid-year. In addition to this significant effort, DHS will continue to support and monitor its existing portfolio of youth homelessness services, including three that opened at the very end of FY19 (one transitional housing program, one extended transitional housing program, and a 24-hour Drop-In Center). DHS services for youth experiencing homelessness align with Solid Foundations DC: Strategic Plan to Prevent and End Youth Homelessness.	75-99%	In FY20, DHS continued making strides to prevent and end youth homelessness in the District. One significant gain came with the creation of 43 beds in Extended Transitional Housing, with a portion devoted specifically to unstably housed LGBTQ youth. This allows LGBTQ youth aged 18-24 to be matched to housing resources better suited to meet their unique needs. Additionally, DHS expanded the District's shelter bed capacity by creating a program to provide youth with low-barrier housing that includes case management, mental health services, medical respite and employment services. Finally, DHS also created 50 Transitional Housing Beds, 20 of which are specifically for victims of domestic violence.	While DHS was able to create 143 beds (50 shelter, 50 transitional and 43 extended transitional) in FY20 for District youth aged 18-24 experiencing homelessness, the agency fell short of its goal to create a total of 160 new beds (60 emergency, 50 transitional and 50 extended transitional). This was due to a shift in operations as a result of the COVID-19 pandemic. However in previous FY's DHS created more than the required number of ETH beds. As a result, DHS has a total of 93 of the required 95 PSH/ETH beds.
Implement an improved process to measure youths' educational achievement/attainment.	In FY20, DHS will devise and plan implementation of more sophisticated measures to illustrate (and focus on) educational achievement of youth participating in DHS direct service programs (ACE, PASS, STEP, TPAP). Historically, DHS has focused almost solely on school attendance changes (truancy) as opposed to academic achievement and behavioral improvements in school. DHS has expanded programmatically these past few years and recently developed data systems and data-sharing agreements which will allow DHS to more holistically measure DHS impact on youths' schooling. DHS will launch measurement in FY21.	0-24%	DHS entered FY20 with a plan to capture the impact of the agency's Youth Services Division programs on overall educational attainment, beyond school attendance and truancy. To that end, a fully executed MOA was in place with the Office of the State Superintendent of Education (OSSE) by mid-FY20 to develop an application that would track various data points and help the agency reach this goal, but due to the COVID-19 pandemic, priorities shifted and this task has not yet been completed. Additionally, DHS had begun working with DC Public Schools to develop an MOA for data sharing purposes, but again the pandemic led to other priorities taking precedence over the completion of that task. While DHS was unable to make significant progress on this initiative in FY20, the agency hopes to see movement as partner agencies develop additional data tracking for virtual schooling efforts.	The COVID-19 pandemic caused the priorities of both the Office of the State Superintendent of Education and DC Public Schools to shift as they moved to 100% virtual operations. As a result, many of the systems and processes slated to be developed in FY20 were never able to move forward and DHS was unable to make progress on this initiative.