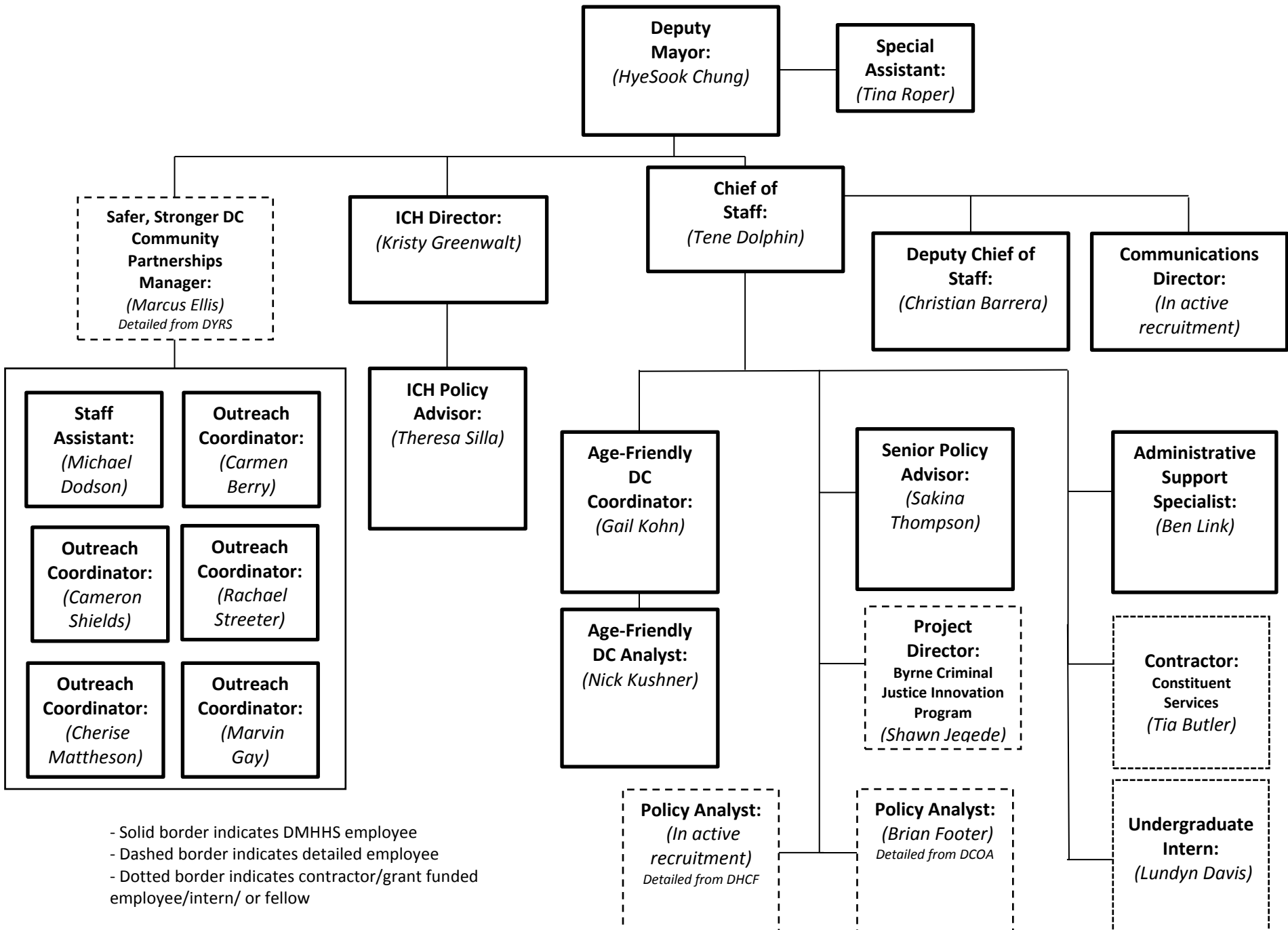


# DMHHS Organizational Chart – Current as of February 2017



Office of the Deputy Mayor for Health and Human Services  
Budget vs Actual Comparison  
Fiscal Years 2016 2017

Fund Source		FY 2016											FY 2017				
Fund Source Title	CSG	CSG Title	Comp Object	Comp Object Title	Pre					Pre							
					Budget	Expenditure	Encumbrance	Encumbrance	Available Budget	Budget	Expenditure	Encumbrance	Encumbrance	Available Budget			
LOCAL FUND	0011	REGULAR PAY - CONT FULL TIME	0111	CONTINUING FULL TIME	798,584	1,058,447	-	-	(259,863)	1,727,922	469,074	-	-	1,258,849			
	<b>0011 Total</b>				<b>798,584</b>	<b>1,058,447</b>	<b>-</b>	<b>-</b>	<b>(259,863)</b>	<b>1,727,922</b>	<b>469,074</b>	<b>-</b>	<b>-</b>	<b>1,258,849</b>			
	0012	REGULAR PAY - OTHER	0122 0125	CONTINUING PART-TIME TERM FULL-TIME	(95,516) 403,497	- 3,208	- -	- -	(95,516) 400,289	- -	15,229	- -	- -	(15,229) (15,229)			
	<b>0012 Total</b>				<b>307,981</b>	<b>3,208</b>	<b>-</b>	<b>-</b>	<b>304,773</b>	<b>-</b>	<b>15,229</b>	<b>-</b>	<b>-</b>	<b>(15,229)</b>			
	0014	BENEFITS - CURR	0141 0142 0147 0148 0154 0155 0157 0158 0159 0160 0161	GROUP LIFE INSURANCE HEALTH BENEFITS MISC FRINGE BENEFITS RETIREMENT CONTRIBUTION - FICA OPTICAL PLAN DENTAL PLAN PREPAID LEGAL MEDICARE CONTRIBUTION RETIREMENT DC METRO BENEFITS DC HEALTH BENEFIT FEES	- - 190,076 - - - - - - - -	549 48,179 - 59,062 660 2,338 5 15,036 44,817 (25) 2,454	- - - - - - - - - - -	- - - - - - - - - - -	(549) (48,179) 190,076 (59,062) (660) (2,338) (5) (15,036) (44,817) 25 (2,454)	- - 357,097 - - - - - - - -	246 23,245 - 24,168 319 1,096 - 6,882 22,169 25 1,269	- - - - - - - - - - -	(246) (23,245) 357,097 (24,168) (319) (1,096) (5) (6,882) (22,169) (25) (1,269)				
	<b>0014 Total</b>				<b>190,076</b>	<b>173,075</b>	<b>-</b>	<b>-</b>	<b>17,001</b>	<b>357,097</b>	<b>79,420</b>	<b>-</b>	<b>-</b>	<b>277,677</b>			
	0015	OVERTIME PAY	0133	OVERTIME PAY	-	295	-	-	(295)	-	-	-	-	(295)			
	<b>0015 Total</b>				<b>-</b>	<b>295</b>	<b>-</b>	<b>-</b>	<b>(295)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(295)</b>			
	0020	SUPPLIES AND MATERIALS	0201 0208	OFFICE SUPPLIES LUBRICANTS	17,489 470	37,641 -	- -	- -	(20,152) 470	18,354 -	- -	- -	- -	18,354 18,354			
	<b>0020 Total</b>				<b>17,959</b>	<b>37,641</b>	<b>-</b>	<b>-</b>	<b>(19,682)</b>	<b>18,354</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,354</b>			
	0031	TELEPHONE, TELEGRAPH, TELEGRAM, ETC	0308	TELEPHONE, TELETYPE, TELEGRAM, ETC	38,378	13,567	-	-	24,811	40,613	21,500	-	-	19,113			
	<b>0031 Total</b>				<b>38,378</b>	<b>13,567</b>	<b>-</b>	<b>-</b>	<b>24,811</b>	<b>40,613</b>	<b>21,500</b>	<b>-</b>	<b>-</b>	<b>19,113</b>			
	0040	SERVICES AND CHARGES	0401 0402 0405 0408 0410 0411 0414 0416 0419 0424	TRAVEL - LOCAL TRAVEL - OUT OF CITY MAINTENANCE AND REPAIRS - MACH PROF SERVICE FEES AND CONTR OFFICE SUPPORT PRINTING, DUPLICATING, ETC ADVERTISING POSTAGE TUITION FOR EMPLOYEE TRAINING CONFERENCE FEES LOC OUT OF CITY	2,480 13,100 1,000 59,639 - 25,000 10,000 4,100 - 2,500	- 4,653 - 57,065 27,478 - - - - -	- - - - - - - - - -	- - - - - - - - - -	2,480 8,447 1,000 2,574 (27,478) 25,000 10,000 4,100 - 2,500	1,280 6,100 1,000 16,000 - 10,000 200 8,500 11,000	(808) (6,872) - (2,979) 37,149 - (13) - (2,366)	- - - - - - - - - -	2,088 12,972 1,000 18,979 (37,149) 10,000 213 8,500 13,366				
	<b>0040 Total</b>				<b>117,819</b>	<b>89,197</b>	<b>-</b>	<b>-</b>	<b>28,622</b>	<b>54,080</b>	<b>24,111</b>	<b>-</b>	<b>-</b>	<b>29,969</b>			
	0041	SERVICES - OTHER	0409	CONTRACTUAL SERVICES - OTHER	210,106	185,666	-	-	24,440	93,605	55,272	22,819	-	15,514			
	<b>0041 Total</b>				<b>210,106</b>	<b>185,666</b>	<b>-</b>	<b>-</b>	<b>24,440</b>	<b>93,605</b>	<b>55,272</b>	<b>22,819</b>	<b>-</b>	<b>15,514</b>			
	0070	EQUIPMENT RENTAL	0701 0702 0704 0710 0711	PURCHASES - FURNITURE AND FIXTURES PURCHASES - EQUIPMENT AND MACHINERY PURCHASES - OTHER EQUIPMENT IT HARDWARE ACQUISITIONS IT SOFTWARE ACQUISITIONS	123,900 (116,100) - 6,000 3,000	(8,642) - 10,000 6,800 -	- - - - -	- - - - -	132,542 (116,100) (10,000) (800) 3,000	1,000 - - 2,500 -	(10,000) - 10,000 -	- - - -	11,000 - (10,000) 2,500 3,500				
	<b>0070 Total</b>				<b>16,800</b>	<b>8,158</b>	<b>-</b>	<b>-</b>	<b>8,642</b>	<b>3,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,500</b>			
OPERATING	0041	SERVICES - OTHER	0409	CONTRACTUAL SERVICES - OTHER	-	-	-	-	-	20,000	-	-	-	20,000			
	<b>0041 Total</b>				<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>			
<b>Grand Total</b>					<b>1,697,703</b>	<b>1,569,255</b>	<b>-</b>	<b>-</b>	<b>128,448</b>	<b>2,315,172</b>	<b>664,606</b>	<b>22,819</b>	<b>-</b>	<b>1,627,746</b>			

Office of the Deputy Mayor for Health and Human Services  
Budget vs Actual Comparison  
Fiscal Years 2016 2017

Program	Program Title	Fund Source	Fund Source Title	CSG	CSG Title	Comp Object	Comp Object Title	FY 2016				FY 2017					
								Budget	Expenditure	Encumbrance	Pre Encumbrance	Available Budget	Budget	Expenditure	Encumbrance	Pre Encumbrance	Available Budget
1000	AGENCY MANAGEMENT	0100	LOCAL FUND	0011	REGULAR PAY - COM	0111	CONTINUING FULL TIME					1,727,922	469,074	-	-	1,258,849	
				0011 Total								1,727,922	469,074	-	-	1,258,849	
				0012	REGULAR PAY - OTH	0125	TERM FULL-TIME					-	15,229	-	-	(15,229)	
				0012 Total								-	15,229	-	-	(15,229)	
				0014	FRINGE BENEFITS -	0141	GROUP LIFE INSURANCE					-	246	-	-	(246)	
						0142	HEALTH BENEFITS					-	23,245	-	-	(23,245)	
						0147	MISC FRINGE BENEFITS					357,097	-	-	-	357,097	
						0148	RETIREMENT CONTRIBUTION - FICA					-	24,168	-	-	(24,168)	
						0154	OPTICAL PLAN					-	319	-	-	(319)	
						0155	DENTAL PLAN					-	1,096	-	-	(1,096)	
						0158	MEDICARE CONTRIBUTION					-	6,882	-	-	(6,882)	
						0159	RETIREMENT					-	22,169	-	-	(22,169)	
						0160	DC METRO BENEFITS					-	25	-	-	(25)	
						0161	DC HEALTH BENEFIT FEES					-	1,269	-	-	(1,269)	
				0014 Total								357,097	79,420	-	-	277,677	
		0100 Total										2,085,020	563,723	-	-	1,521,297	
	AGENCY MANAGEMENT PROGRAM	0100	LOCAL FUND	0011	REGULAR PAY - COM	0111	CONTINUING FULL TIME	798,584	1,058,447	-	-	(259,863)					
				0011 Total				798,584	1,058,447	-	-	(259,863)					
				0012	REGULAR PAY - OTH	0122	CONTINUING PART-TIME	(95,516)	-	-	-	(95,516)					
				0012 Total				403,497	3,208	-	-	400,289					
				0012	REGULAR PAY - OTH	0125	TERM FULL-TIME	307,981	3,208	-	-	304,773					
				0014	FRINGE BENEFITS -	0141	GROUP LIFE INSURANCE	-	549	-	-	(549)					
						0142	HEALTH BENEFITS	-	48,179	-	-	(48,179)					
						0147	MISC FRINGE BENEFITS	190,076	-	-	-	190,076					
						0148	RETIREMENT CONTRIBUTION - FICA	-	59,062	-	-	(59,062)					
						0154	OPTICAL PLAN	-	660	-	-	(660)					
						0155	DENTAL PLAN	-	2,338	-	-	(2,338)					
						0157	PREPAID LEGAL	-	5	-	-	(5)					
						0158	MEDICARE CONTRIBUTION	-	15,036	-	-	(15,036)					
						0159	RETIREMENT	-	44,817	-	-	(44,817)					
						0160	DC METRO BENEFITS	-	(25)	-	-	25					
						0161	DC HEALTH BENEFIT FEES	-	2,454	-	-	(2,454)					
				0014 Total				190,076	173,075	-	-	17,001					
				0015	OVERTIME PAY	0133	OVERTIME PAY	-	295	-	-	(295)					
				0015 Total				-	295	-	-	(295)					
		0100 Total						1,296,641	1,235,026	-	-	61,615					
1000 Total								1,296,641	1,235,026	-	-	61,615	2,085,020	563,723	-	-	1,521,297
2000	HUMAN SUPPORT SERVICES	0100	LOCAL FUND	0020	SUPPLIES AND MAT	0201	OFFICE SUPPLIES	17,489	37,641	-	-	(20,152)	18,354	-	-	18,354	
				0208	LUBRICANTS			470	-	-	-	470	-	-	-	470	
				0020 Total				17,959	37,641	-	-	(19,682)	18,354	-	-	18,354	
				0031	TELEPHONE, TELEGR	0308	TELEPHONE, TELETYPE, TELEGRAM, ETC	38,378	13,567	-	-	24,811	40,613	21,500	-	-	19,113
				0031 Total				38,378	13,567	-	-	24,811	40,613	21,500	-	-	19,113
				0040	OTHER SERVICES AI	0401	TRAVEL - LOCAL	2,480	-	-	-	2,480	1,280	(808)	-	-	2,088
						0402	TRAVEL - OUT OF CITY	13,100	4,653	-	-	8,447	6,100	(6,872)	-	-	12,972
						0405	MAINTENANCE AND REPAIRS - MACH	1,000	-	-	-	1,000	1,000	-	-	1,000	
						0408	PROF SERVICE FEES AND CONTR	59,639	57,065	-	-	2,574	16,000	(2,979)	-	-	18,979
						0410	OFFICE SUPPORT	-	27,478	-	-	(27,478)	-	13,149	-	-	(13,149)
						0411	PRINTING, DUPLICATING, ETC	25,000	-	-	-	25,000	10,000	-	-	10,000	
						0414	ADVERTISING	10,000	-	-	-	10,000	-	-	-	10,000	
						0416	POSTAGE	4,100	-	-	-	4,100	200	(13)	-	-	213
						0419	TUITION FOR EMPLOYEE TRAINING	-	-	-	-	-	8,500	-	-	8,500	
						0424	CONFERENCE FEES LOC OUT OF CITY	2,500	-	-	-	2,500	11,000	(2,366)	-	-	13,366
				0040 Total				117,819	89,197	-	-	28,622	54,080	111	-	53,969	
				0041	CONTRACTUAL SER	0409	CONTRACTUAL SERVICES - OTHER	210,106	185,666	-	-	24,440	93,605	55,272	22,819	-	15,514
				0041 Total				210,106	185,666	-	-	24,440	93,605	55,272	22,819	-	15,514
				0070	EQUIPMENT & EDUI	0701	PURCHASES - FURNITURE AND FIXTURES	123,900	(8,642)	-	-	132,542	1,000	(10,000)	-	-	11,000
						0702	PURCHASES - EQUIPMENT AND MACHINERY	(116,100)	-	-	-	(116,100)	-	-	-	-	-
						0704	PURCHASES - OTHER EQUIPMENT	-	10,000	-	-	(10,000)	-	10,000	-	-	(10,000)
						0710	IT HARDWARE ACQUISITIONS	6,000	6,800	-	-	(800)	2,500	-	-	-	2,500
						0711	IT SOFTWARE ACQUISITIONS	3,000	-	-	-	3,000	-	-	-	-	3,000
				0070 Total				16,800	8,158	-	-	8,642	3,500	-	-	3,500	
		0100 Total						401,062	334,229	-	-	66,833	210,152	76,883	22,819	-	110,449
		0700	OPERATING INTRA-DISTRICT	0041	CONTRACTUAL SER	0409	CONTRACTUAL SERVICES - OTHER					20,000	-	-	-	20,000	
		0700 Total										20,000	-	-	-	20,000	
2000 Total								401,062	334,229	-	-	66,833	230,152	76,883	22,819	-	130,449
9220	OFFICE OF THE DEPUTY MAYOR FC	0100	LOCAL FUND	0040	OTHER SERVICES AI	0410	OFFICE SUPPORT					-	24,000	-	-	(24,000)	
				0040 Total								-	24,000	-	-	(24,000)	
9220 Total		0100 Total										-	24,000	-	-	(24,000)	
Grand Total								1,697,703	1,569,255	-	-	128,448	2,315,172	664,606	22,819	-	1,627,746

Office of the Deputy Mayor for Health and Human Services  
Budget vs Actual Comparison  
Fiscal Years 2016 2017

Activity	Activity Title	Fund Source	Fund Source Title	CSG	CSG Title	Comp Object	Comp Object Title	FY 2016				FY 2017						
								Budget	Expenditure	Encumbrance	Pre Encumbrance	Available Budget	Budget	Expenditure	Encumbrance	Pre Encumbrance	Available Budget	
1090	PERFORMANCE MANAGEMENT ACT	0100	LOCAL FUND	0011	REGULAR PAY - COA	0111	CONTINUING FULL TIME	798,584	1,058,447	-	-	(259,863)	1,727,922	469,074	-	-	1,258,849	
				0011 Total				798,584	1,058,447	-	-	(259,863)	1,727,922	469,074	-	-	1,258,849	
				0012	REGULAR PAY - OTH	0122	CONTINUING PART-TIME	(95,516)	-	-	-	(95,516)	-	-	-	-	-	
				0012 Total				403,497	3,208	-	-	400,289	-	15,229	-	-	(15,229)	
				0014	FRINGE BENEFITS -	0141	GROUP LIFE INSURANCE	307,981	3,208	-	-	304,773	-	15,229	-	-	(15,229)	
						0142	HEALTH LIFE BENEFITS	-	549	-	-	(549)	-	246	-	-	(246)	
						0147	MISC FRINGE BENEFITS	-	48,179	-	-	(48,179)	-	23,245	-	-	(23,245)	
						0148	RETIREMENT CONTRIBUTION - FICA	190,076	-	-	-	190,076	357,097	-	-	-	357,097	
						0154	OPTICAL PLAN	-	660	-	-	(660)	-	319	-	-	(319)	
						0155	DENTAL PLAN	-	2,338	-	-	(2,338)	-	1,096	-	-	(1,096)	
						0157	PREPAID LEGAL	-	5	-	-	(5)	-	-	-	-	-	
						0158	MEDICARE CONTRIBUTION	-	15,036	-	-	(15,036)	-	6,882	-	-	(6,882)	
						0159	RETIREMENT	-	44,817	-	-	(44,817)	-	22,169	-	-	(22,169)	
						0160	DC METRO BENEFITS	-	(25)	-	-	25	-	25	-	-	(25)	
						0161	DC HEALTH BENEFIT FEES	-	2,454	-	-	(2,454)	-	1,269	-	-	(1,269)	
				0014 Total				190,076	173,075	-	-	17,001	357,097	79,420	-	-	277,677	
				0015	OVERTIME PAY	0133	OVERTIME PAY	-	295	-	-	(295)	-	-	-	-	-	
				0015 Total				-	295	-	-	(295)	-	-	-	-	-	
			0100 Total					1,296,641	1,235,026	-	-	61,615	2,085,020	563,723	-	-	1,521,297	
1090 Total								1,296,641	1,235,026	-	-	61,615	2,085,020	563,723	-	-	1,521,297	
2010	AGENCY OVERSIGHT AND SUPPORT	0100	LOCAL FUND	0020	SUPPLIES AND MAT	0201	OFFICE SUPPLIES	17,489	37,641	-	-	(20,152)	18,354	-	-	-	18,354	
						0208	LUBRICANTS	470	-	-	-	470	-	-	-	-	-	
				0020 Total				17,959	37,641	-	-	(19,682)	18,354	-	-	-	18,354	
				0031	TELEPHONE, TELEGI	0308	TELEPHONE, TELETYPE, TELEGRAM, ETC	38,378	13,567	-	-	24,811	40,613	21,500	-	-	19,113	
				0031 Total				38,378	13,567	-	-	24,811	40,613	21,500	-	-	19,113	
				0040	OTHER SERVICES AI	0401	TRAVEL - LOCAL	2,480	-	-	-	2,480	1,280	(808)	-	-	2,088	
						0402	TRAVEL - OUT OF CITY	13,100	4,653	-	-	8,447	6,100	(6,872)	-	-	12,972	
						0405	MAINTENANCE AND REPAIRS - MACH	1,000	-	-	-	1,000	1,000	-	-	-	1,000	
						0408	PROF SERVICE FEES AND CONTR	59,639	57,065	-	-	2,574	16,000	(2,979)	-	-	18,979	
						0410	OFFICE SUPPORT	-	27,478	-	-	(27,478)	-	13,149	-	-	(13,149)	
						0411	PRINTING, DUPLICATING, ETC	25,000	-	-	-	25,000	10,000	-	-	-	10,000	
						0414	ADVERTISING	10,000	-	-	-	10,000	-	-	-	-	-	
						0416	POSTAGE	4,100	-	-	-	4,100	200	(13)	-	-	213	
						0419	TUITION FOR EMPLOYEE TRAINING	-	-	-	-	-	8,500	-	-	-	8,500	
						0424	CONFERENCE FEES LOC OUT OF CITY	2,500	-	-	-	2,500	11,000	(2,366)	-	-	13,366	
				0040 Total				117,819	89,197	-	-	28,622	54,080	111	-	-	53,969	
				0041	CONTRACTUAL SER	0409	CONTRACTUAL SERVICES - OTHER	210,106	185,666	-	-	24,440	93,605	55,272	22,819	-	-	15,514
				0041 Total				210,106	185,666	-	-	24,440	93,605	55,272	22,819	-	-	15,514
				0070	EQUIPMENT & EQUI	0701	PURCHASES - FURNITURE AND FIXTURES	123,900	(8,642)	-	-	132,542	1,000	(10,000)	-	-	11,000	
						0702	PURCHASES - EQUIPMENT AND MACHINERY	(116,100)	-	-	-	(116,100)	-	-	-	-	-	
						0704	PURCHASES - OTHER EQUIPMENT	-	10,000	-	-	(10,000)	-	10,000	-	-	(10,000)	
						0710	IT HARDWARE ACQUISITIONS	6,000	6,800	-	-	(800)	2,500	-	-	-	2,500	
						0711	IT SOFTWARE ACQUISITIONS	3,000	-	-	-	3,000	-	-	-	-	-	
				0070 Total				16,800	8,158	-	-	8,642	3,500	-	-	-	3,500	
			0100 Total					401,062	334,229	-	-	66,833	210,152	76,883	22,819	-	-	110,449
			0700	OPERATING INTRA-DISTRICT	0041	CONTRACTUAL SER	0409	CONTRACTUAL SERVICES - OTHER	-	-	-	-	20,000	-	-	-	-	20,000
			0700 Total					-	-	-	-	20,000	-	-	-	-	20,000	
2010 Total								401,062	334,229	-	-	66,833	230,152	76,883	22,819	-	-	137,154
9221	OFFICE OF THE DEPUTY MAYOR FC	0100	LOCAL FUND	0040	OTHER SERVICES AI	0410	OFFICE SUPPORT	-	-	-	-	-	24,000	-	-	-	(24,000)	
				0040 Total				-	-	-	-	-	24,000	-	-	-	(24,000)	
			0100 Total					-	-	-	-	-	24,000	-	-	-	(24,000)	
9221 Total								-	-	-	-	-	24,000	-	-	-	(24,000)	
Grand Total								1,697,703	1,569,255	-	-	128,448	2,315,172	664,606	22,819	-	-	1,627,746

**Deputy Mayor for Health and Human Services  
FY16-17 Program and Activity Detail Worksheet**

Program Title and Org. Code	Human Support Services
Activity Title and Org. Code	Agency Oversight & Support
Responsible Individual Name	HyeSook Chung
Responsible Individual Title	Deputy Mayor
Number of FTEs	16.75 FTEs
Activity Functions/Responsibilities	The office manages the Human Support Services program through the provision of leadership for policy and planning; government relations; and communications and community relations for the agencies under its jurisdiction.
Services within the Activity	<p><b>Agency Oversight and Support</b> – encompasses all of the staffing necessary to provide agency oversight and support for all citywide health and human services-related policies, activities and initiatives under its jurisdiction including:</p> <ul style="list-style-type: none"> <li>• developing and supporting policies and programs to improve the delivery of services by government agencies and contracted providers</li> <li>• coordinating interagency activities and initiatives</li> <li>• identifying opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes</li> <li>• ensuring compliance with local and federal mandates</li> <li>• collecting and disseminating performance data for agency activities and initiatives</li> </ul>
FY16 Performance Measures	<ol style="list-style-type: none"> <li>1. Percent of cluster agencies that stay within budget</li> <li>2. Percent of cluster agencies that meet 75% of the performance measures</li> <li>3. Percent of consent decrees where progress is made on meeting exit criteria</li> </ol>
FY16 Performance Outcomes	<ol style="list-style-type: none"> <li>1. 100% of agencies stayed within budget</li> <li>2. 100% of agencies 75% of prescribed performance measures</li> <li>3. 100% of agencies made progress on consent decrees</li> </ol>
FY17 Performance Measures	<ol style="list-style-type: none"> <li>1. Percent of cluster agencies that stay within budget</li> <li>2. Percent of cluster agencies that meet 85% of the performance measures</li> <li>3. Percent of consent decrees where progress is made on meeting exit criteria</li> <li>4. Percent of action items in progress or accomplished under Homeward DC</li> <li>5. Percent of objectives in progress or accomplished under Age-Friendly DC</li> </ol>

	6. Number of community outreach engagement events hosted or co-hosted by Safer Stronger DC Community Partnerships
FY17 Performance Outcomes (to date)	<ol style="list-style-type: none"> <li>1. Continued interagency collaboration through: <ul style="list-style-type: none"> <li>• Safer, Stronger DC Community Partnerships</li> <li>• Homeless Encampments and Interagency Council on Homelessness</li> <li>• Age-Friendly DC Initiative</li> <li>• Health Information Exchange Policy Board</li> </ul> </li> <li>2. Progress on consent decrees: <ul style="list-style-type: none"> <li>• Exited Evans vs. Bowser.</li> </ul> </li> <li>3. All FY17 Performance Measures for DMHHS are annual, the agency will report out outcomes once fiscal year ends.</li> </ol>

Question 5: Please provide a complete accounting of all intra-district transfers received by or transferred from DMHHS during FY16 and to date FY17. For each, please provide a narrative description as to the purpose of the transfer and which programs, activities, and services within DMHHS the transfer affected.

PROGRAM/PCA FY 2016	Source of Funds	Actual Amount	Partner Agency	DMHHS Buyer/Seller	Comments/Description
<b>Transmitted Funds</b>					
Human Support Services (2000) Agency Oversight & Support (2010)	Local	\$ 6,000.00	Executive office of the Mayor/Support Services	Buyer	EOM would provide telecommunications, transportation, courier, procurement and associated administrative services.
Human Support Services (2000) Agency Oversight & Support (2010)	Local	\$ 3,680.00	Office of Disability Rights	Buyer	Sign Language Interpretation (SLI) Services.
Human Support Services (2000) Agency Oversight & Support (2010)	Intra-District	\$ 20,000.00	The District Department of Transportation	Seller	To facilitate the procurement or development of a data collection tool and the related training tools and resources.
	<b>Total</b>	<b>\$ 29,680.00</b>			
PROGRAM/PCA FY 2017	Source of Funds	Actual Amount	Partner Agency	DMHHS Buyer/Seller	Comments/Description
Human Support Services (2000) Agency Oversight & Support (2010)	Intra-District	\$ 20,000.00	The District Department of Transportation	Seller	To facilitate the procurement or development of a data collection tool and the relegated training tools and resources.
Human Support Services (2000) Agency Oversight & Support (2010)	Local	\$ 28,000.00	Child and Family Services Administration	Buyer	Staffing related to the dissolution if the DC Trust and the development of a plan to support out of school time funding.
	<b>Total</b>	<b>\$ 48,000.00</b>			

Department of Behavioral Health  
Fiscal Year 2015 and 2016  
Oversight Question #6

**Question 6: Please provide a complete accounting of all reprogrammings received by or transferred from DMHHS during FY16 and to date in FY17. For each, please provide a narrative description as to the purpose of the transfer and which programs, activities and services within DMHHS the reprogramming affected.**

FY2016 Source of Funding	Amount	From (Program/PCA)	To (Program/PCA)	Purpose
Local (0100)	\$ 121,668.00	Deputy Mayor for Health and Human Services (Agency Oversight and Support(2100))	Deputy Mayor for Health and Human Services (Agency Management (1000))	These funds will be used to support the reclassification of a vacant Executive Support Specialist Position to a Grade 12 Executive Assistant position and to fund the requested additional FTE for the Program Coordinator working with the Age Friendly DC Initiative.
Local (0100)	\$ 125,000.00	Deputy Mayor for Health and Human Services (Agency Management (1000))	Deputy Mayor for Health and Human Services (Agency Oversight and Support(2100))	The funds are needed for temporary staffing to support the Safer, Stronger DC Community Partnerships program and the transition of the DC Trust; as well as other Mayoral priorities. Additionally, funds are needed to support the design and printing for the Age-Friendly DC 2016 Progress Report and for the equipment purchase.
Local (0100)	\$ 345,834.00	Deputy Mayor for Health and Human Services (Agency Management (1000))	Deputy Mayor for Health and Human Services (Agency Management (1000))	The funds are need to fund the six additional requested FTEs for the five Outreach and Services Specialists and an Administrative Specialist as part of the Safer, Stronger DC Initiative.
Local (0100)	\$ 87,524.25	Deputy Mayor for Health and Human Services (Agency Management (1000))	Deputy Mayor for Health and Human Services (Agency Management (1000))	The funds are needed to fund the requested additional FTE for the Program Coordinator working with the Age Friendly DC Initiative.
Local (0100)	\$ 734,727.00	Workforce Investments (1100)	Deputy Mayor for Health and Human Services (Agency Management (1000))	To focus services and resources on five designated police service areas (PSAs) as part of the Safer, Stronger DC Initiative.

FY2017 Source of Funding	Amount	From(Program/PCA)	To (Program/PCA)	Purpose
Local (0100)	\$ 28,000.00	Deputy Mayor for Health and Human Services (Agency Management (1000))	Deputy Mayor for Health and Human Services (Agency Oversight and Support(2100))	The funds are needed to fund staffing related to the dissolution of the DC Trust and the development of a plan for out of school time programs.



## **Deputy Mayor for Health and Human Services ES-0000-11**

### **Introduction**

This position is located in the Executive Office of the Mayor (EOM). The incumbent of this position serves as Deputy Mayor for Health and Human Services. In this capacity, the incumbent has responsibility for providing executive direction and administration of a wide range of complex and diverse health and human services and programs which are of high quality and responsive to individual and family needs of the citizens of the District of Columbia. The Deputy Mayor serves in a recognized authoritative and advisory capacity to the Mayor on all matters pertaining to the District's health and human services strategies, system and services. As Deputy Mayor for Health and Human Services, the incumbent has the responsibility for ensuring the implementation of programs and services through a network of line agencies, namely:

- Department of Health
- Department of Human Services
- Department of Health Care Finance

The District of Columbia is unique in that it provides programs and services normally associated with city, county, and state governments. The Deputy Mayor actively participates with the agency heads in the establishment of health and human services policies; in planning for the accomplishment of primary programs; providing advice concerning implications of major program decisions; and assuring coordination of overall health program planning and objectives with human services programs to assure outreach of income, medical and food assistance programs.

### **Position controls**

Under the broad policy guidance and direction of the Mayor of the District of Columbia, incumbent has broad latitude and authority in accomplishing the overall objectives and specified goals within the framework of laws and major policies. Within strategic priorities, the incumbent independently handles highly sensitive matters and/or situations; accomplishes varied and complex assignments and special projects; and provides authoritative recommendations based on policy considerations, judgment, and an awareness of the Mayor's position, priorities, actions, desires, and needs. Advice and recommendations are generally accepted as sound and authoritative. Performance is evaluated on the basis of overall effectiveness in assisting the Mayor to achieve desired goals and objectives.

Principle guides include established policies, procedures and regulations of the District of Columbia, Mayor's Orders, policies and regulations governing the various agencies under the Deputy Mayor's supervision, and specific instructions of the Mayor. The guides are broadly stated and nonspecific, which require extensive interpretation. The incumbent must use judgment and ingenuity in interpreting the intent of the guidelines

that exist and in developing applications to specific areas of work. Frequently, the incumbent is recognized as a technical authority in the development and interpretation of guidelines.

### **Major Duties and Responsibilities**

Serves as the representative and spokesperson for the District's policy on health and human services. Represents the Mayor on committees, boards, agencies, civic groups, and official bodies, taking action as deemed necessary to effectively represent the District of Columbia, and to promote its interests, as it pertains to the Deputy Mayor's area of responsibility.

Develops or directs the development of long-range plans for accomplishing major programs assigned to health and human services, considering such factors as District government and departmental mandates, the known wishes of the Mayor, departmental programming documents, and the constraints imposed by available resources. Develops program documents and systemized evaluation of health and human services program objectives and accomplishments to measure program achievements.

Responsible for the development and implementation of plans and strategies to monitor, evaluate and assess the level and availability of health and medical services, and resources provided in the public sector and those facilities in the private sector, and assures that the services available and provided by the District of Columbia are comparable to those in the private sector both in terms of quality and cost.

Assures ready accessibility to high quality human need services by all citizens and especially vulnerable populations, the disabled, and the neglected and abused. Assures effective management and cost-effective use of resources throughout those agencies associated with health and human services programs by means of final approval on key policies and decisions (resource allocation, manpower, contracts and procurement).

Exercises the authority granted by state regulatory powers to set and enforce standards for quality and cost health and human services. Assures compliance of health and social programs with federal and state regulations and standards.

Advocates major programs which should be initiated, curtailed, or discontinued. Determines, within established parameters, what financial and manpower resources should be allocated to assigned programs, and decides priorities and scheduling targets for major program milestones.

Takes action to structure and staff the organizations; to establish delegations of authority; to prescribe internal operating policies and procedures; and to establish organizational objectives. Continually assesses the status of assigned programs and takes managerial action to provide for increased efficiency and effectiveness of operations; and to reduce costs, and to improve program coordination.

Prescribes general rules and regulations intended to standardize and improve work procedures, promote better coordination of programs and policies, greater efficiency among staff, and better services to the public. Prescribes accepted standards of administrative practices to be followed; and assists the Mayor in formulating top level decisions.

Keeps the Mayor advised of operating activities of subordinate agencies. Conducts fact-finding missions regarding various operating problems; and prepares analyses and evaluations, as appropriate. Based upon findings, makes recommendations to the Mayor on specific course of action to be taken; determines facts in each case and develops solution and/or alternate proposals; and assures that decisions are carried out by subordinate agency heads.

Serves as a member of the Mayor's Cabinet, and as such participates to a considerable degree in the most significant Cabinet determinations.

Perform other related duties as assigned by the Mayor in furtherance of the Mayor's mission as Chief Executive of the District of Columbia Government.

### **OTHER SIGNIFICANT FACTS**

Mastery of the mission, objectives, strategies and program goals of the health and human services agencies, in order to effectively and efficiently integrate support services with the broader objectives of the agencies.

Mastery of the principles, practices and techniques of a public administration. Mastery of and experience in public relations, and promotion principles and techniques.

Mastery of and skill in problem solving negotiation strategies, and project management to conduct in-depth research and analysis; and mastery of management skill and experience in planning, organizing, and directing team study work, and negotiating effectively with management to accept and implement recommendations.

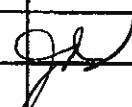
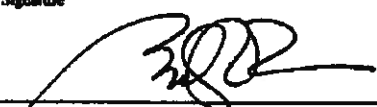
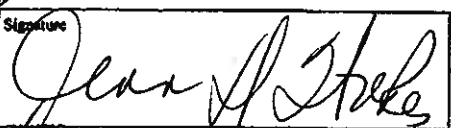
Mastery of a wide range of qualitative and quantitative methods for the assessment and improvement of complex management processes and systems. Mastery of customer services theory and practices, and business processes redesign practices.

Superior oral and writing communication skills in order to develop presentations and prepare position paper; to coordinate projects with various professional and technical persons; to elicit information on a wide variety of health and human services needs; and to communicate information and decisions concerning health and human services with all interested parties.

Ability to exercise judgment and discretion in devising, installing and interpreting departmental or citywide rules, regulations, policies or procedures; and to evaluate

results and achievement of departmental objectives and to redirect efforts and priorities as needed.

High degree of interpersonal skills to interact with a wide variety of high level officials in the District and Federal governments including members of Congress, representatives from the U.S. Department of Health and Human Services, members of the Council of the District of Columbia, and the general public.

<b>POSITION DESCRIPTION</b> (Please Read Instructions on the Reverse Side)				1. Agency Position No.		2. Certification No.					
3. Collective Bargaining Unit (CBU) Code: <b>XAA</b>		4. Employing Office Location <b>Washington, D.C.</b>		5. Duty Station <b>Washington, D.C.</b>		6. Competitive Level Code					
7. Reason for Submission <input type="checkbox"/> Re-description <input checked="" type="checkbox"/> New <input type="checkbox"/> Re-establishment <input type="checkbox"/> Other Explanation (show any positions replaced)		8. Service <input checked="" type="checkbox"/> Department <input type="checkbox"/> Field		9. Employment /Financial Statement Required <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		10. Subject to IA Action <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		14. Agency Use (optional) Job Code # <b>551437</b>			
11. Position is <input type="checkbox"/> Supervisory <input checked="" type="checkbox"/> Managerial <input type="checkbox"/> Neither		12. FLSA <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-exempt		13. Position Status <input type="checkbox"/> Career Service <input type="checkbox"/> Legal Service <input checked="" type="checkbox"/> Excepted Service <input type="checkbox"/> Other <input type="checkbox"/> Management Supervisory Service							
15. Classified/Graded by		Official Title of Position		Pay Plan	Occupational Code	Grade	Initials	Date			
a. Final Agency Authority or Designee											
b. Agency or D.C. Department of Human Resources		<b>Chief of Staff</b>		<b>ES</b>	<b>0301</b>	<b>10</b>		<b>03-10-11</b>			
c. Intermediate Authority											
d. Field Office											
e. Recommended by Supervisor or Initiating Office		<b>Chief of Staff</b>		<b>ES</b>	<b>301</b>	<b>10</b>					
16. Organizational Title of Position (if different from official title)(optional)				17. Name of Employee (if vacant, specify)							
18. Department, Agency or Establishment <b>District of Columbia Government</b>				c. Third Subdivision							
a. First Subdivision <b>Office of the Deputy Mayor for Health &amp; Human Services</b>				d. Fourth Subdivision							
b. Second Subdivision				e. Fifth Subdivision							
19. Employee Review.				Signature of Employee (optional)				Date			
20. Supervisory Certification. I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational structure. I further certify that this position is necessary to carry out the functions for which I am responsible. This certification is made with the knowledge and understanding that this information is to be used for statutory purposes relating to the appointment and payment of public funds, and that any false or misleading statements may constitute violations of such statutes or their implementing regulations.											
a. Typed Name and Title of Immediate Supervisor					b. Typed Name and Title of Higher-Level Supervisor or Manager (optional) <b>Beatriz Otero, Deputy Mayor</b>						
Signature			Date		Signature			Date			
								<b>3/10/11</b>			
21. Classification/Job Grading Certification. I certify that this position has been classified/graded as required by D.C. Official Code § 1-611.01 et seq., in accordance with official standards, or, if no official standards apply directly, consistently with the most applicable official standards.					Information for Employees. Official classification standards and information on employees are available in the D.C. Department of Human Resources. The classification of the position may be reviewed and corrected by the certifying authority or a designee of the Director of Human Resources. Information on classification/job grading appeals is available from the D.C. Department of Human Resources.						
Typed Name and Title of Official Taking Action: <b>Michelle Lamb Moone, Associate Director (CCA)</b>					22. Standards Used in Classifying/Grading Position <b>US OPM Standards:</b>						
Signature			Date		a. PCS for Miscell. Administration						
			<b>03-10-11</b>		c. and Program Series, GS-0301; and						
					d. General Schedule Supervisory Guide						
23. Position Review		Initials	Date	Initials	Date	Initials	Date	Initials	Date	Initials	Date
a. Employee (optional)											
b. Supervisor											
c. Classifier											
24. Remarks (optional) <b>No Known promotion potential</b>											
25. Description of Major Duties and Responsibilities (see attachment)											

## **CHIEF OF STAFF ES-0301-10**

### **INTRODUCTION:**

This position is located in the Office of the Deputy Mayor for Health and Human Services (ODMHHS). ODMHHS supports the Mayor in coordinating a comprehensive system of benefits, goods and services across multiple agencies to children, youth, and adults, with and without disabilities, so that they can lead healthy, meaningful and productive lives.

This position functions as Chief of Staff, responsible for providing high strategic planning, direction and management control of staff activities in order to meet the organizational goals and objectives; managing the complex day-to-day operations carried out by the staff of the ODMHHS; and developing, coordinating, directing and administering policies relating to all phases of public information. The incumbent exercises delegated authority to coordinate activities with operating officials, managers and staff both within the ODMHHS and various agencies throughout District government.

### **POSITIONS CONTROLS:**

Works under the very broad administrative supervision of the Deputy Mayor for Health and Human Services, who provides assignments, initiated through discussions, conferences, or directives that broadly define missions and functions. The Chief of Staff is responsible for independently planning, designing, and carrying out programs, projects, studies, or other work. Results of the work are considered as authoritative and are normally accepted without significant change. If the work is reviewed, the review concerns such matters as fulfillment of compliance mandates, program objectives and integration across all cluster agencies. Recommendations for new projects and alteration of objectives are usually evaluated only for such consideration as availability of funds and other resources and to discuss broad program goals and priorities. Performance is evaluated on the basis of overall effectiveness in assisting the Deputy Mayor for Health and Human Services in achieving desired Mayoral objectives and goals.

Guidelines are broadly stated and non-specific, as in general policy statements, broadly defined public health and human services objectives and basic legislation and requires extensive interpretation. Incumbent uses judgment and ingenuity in interpreting the intent of existing guidelines and identifying areas of interest that need further development or study. Frequently, the incumbent is recognized as a technical authority in evaluating the significance and impact of the guidelines and in the development and interpretation of them.

### **MAJOR DUTIES AND RESPONSIBILITIES:**

Responsible for supporting all of the program areas as directed by the Deputy Mayor for Health and Human Services pertaining to office operations, intergovernmental cross-cutting initiatives, performance management and providing support of overall policy development impacting the ODMHHS. Provides oversight and coordinates efforts and assignments in achieving the agency's long and short range goals and objectives.

Conducts daily planning, scheduling, and monitoring of ongoing projects. Directs day-to-day management of operations within the agency. Utilizes database management, project management and other management processes to keep track of activities. Manages assignments and directs job performance activities as they relate to the accomplishment of agency's goals and objectives.

Chief of Staff  
ES-0301-10

Formulates and interprets policy for dealing with assignments; develops and installs systems and procedures which track work assignments and which utilizes the staff in an efficient and effective manner; provides thorough and timely responses to policy issues, problems, and complaints through proper tracking and control of work flow; and makes adjustments in resource allocations as necessary.

Identifies problems, needs and specific issues in a particular area. Determines the character of correspondence, reports and documentations received and the nature of controls needed to ensure the appropriate related action. Makes appropriate assignments to accomplish the desired outcome and brings policy and very critical issues to the attention of the appropriate management authorities.

Performs a variety of authoritative advisory duties. As appropriate, holds meetings on behalf of the Deputy Mayor to direct assignments and carry out special projects. Reviews, analyzes and advises the Deputy Mayor and direct reports on daily operations; coordinates agency meetings; and, prepares for Council hearings.

Directs research and analysis of existing and proposed governmental policies. Evaluates the implications of legislation on the agency; this includes new regulations and concepts and their effects upon the functions of the agency. Formulates long-range plans designed to ensure that the organization can perform its mission in the future. The incumbent follows the progress of the development of major legislative items through research, the media and attendance at hearings and conferences.

Prepares reports and briefings to assist the Deputy Mayor and directs the preparation of reports for meetings outside the agency by ensuring that position papers, policy positions, and the appropriate information has been gathered and reviewed for their use; coordinates the staff work in preparation for the Deputy Mayor and direct reports with Council members, members of authority, political and business organizations and citizen groups.

Reviews major staff communications to the Deputy Mayor to assure coordinated presentations; makes authoritative recommendations to the Deputy Mayor for further action concerning change in policies, programs, procedures and staffing of agency components; keeps the Deputy Mayor informed of work pending and the rate of progress on major assignments.

Independently planning, designing, developing, coordinating, and directing ODMHHS responses to requests for information from various sources including DC and federal government agencies, the Executive Office of the Mayor and the public.

Maintains contact with ODMHHS employees, D.C. Department of Human Resources, other District government agencies, federal, state and local governments, and high-level government officials. The contacts are usually to collaborate, justify, defend, negotiate, or settle matters involving significant or controversial issues. The people contacted typically have diverse viewpoints, goals, and objectives requiring the incumbent to achieve a common understanding of the problem and a satisfactory solution by convincing them arriving at a compromise, or developing suitable alternatives.

Exercises delegated authority to oversee the overall planning, direction, and timely execution of a program, several program segments (each of which is managed through separate subordinate organizational units), or comparable staff functions, including development, assignment, and higher level clearance of goals and objectives for supervisors or managers of subordinate organizational units or lower organizational levels.

Approves multi-year and longer range work plans developed by staff and subsequently manages the overall work of the ODMHHS to achieve its goals and objectives.

Oversees the revision of the long range plans, goals and objectives for the work directed. Manages the development of policy changes in response to changes in levels of appropriations or other legislated changes. Manages organizational changes throughout the organization or major changes to the structure and content of the program or program segments directed. Exercises discretionary authority to approve the allocation and distribution of funds in the organization's budget.

Performs other related duties as assigned

**OTHER SIGNIFICANT FACTS:**

Mastery of the mission, function and operational programs of the ODMHHS. Mastery of the policies, regulations, procedures and practices of ODMHHS and the Executive Office of the Mayor. Mastery of all facets of environmental protection programs, including grants planning and management and sub grant-making.

Mastery of state-of-the-art management tools for project management, resource allocation, budgeting, and performance management. Ability to develop, prepares, execute and manage complex operating and capital budgets. Knowledge of financial management systems, inclusive of performance based budgeting.

Mastery of and skill in problem solving, negotiation strategies and project management to conduct in-depth research and analysis and mastery of management principles, procedures and techniques of analysis and evaluation.

Mastery of a wide range of qualitative and/or quantitative methods for assessment and improvement of program effectiveness and the improvement of complex management processes and systems. Ability to assimilate information from a variety of sources, analyzes information, and recommends courses of action to be taken.

Superior communication skills to effectively communicate both orally and in writing. Ability to establish and maintain effective high-performing teams within agency components. Ability to establish effective working and public relations. Ability to effectively present ideas and concepts to groups.

Demonstrated skill and experience in providing leadership in a managerial capacity. Expertise in leading small and large teams in both short and long term settings.



**POSITION DESCRIPTION**  
**Special Assistant – Human Services**  
**ES-7**

**INTRODUCTION:**

This position is located in the Office of the Deputy Mayor for Health and Humans Services (DMHHS). DMHHS supports the Mayor in coordinating a comprehensive system of benefits, goods and services across multiple agencies to ensure that children, youth, and adults can lead healthy, meaningful and productive lives.

This position functions as a Special Assistant, responsible for providing strategic planning, direction and project management functions in order to meet the organizational goals and objectives of the office. The Special Assistant will develop, coordinate, direct and administer activities relating to human services and affordable housing policy and programs within the cluster and facilitate inter-agency coordination for the benefit of residents of the District of Columbia, with special emphasis on underserved populations.

The Deputy Mayor for Health and Human Services seeks to protect the health and safety of District residents. The Special Assistant will enable her to do so by studying human services and affordable housing issues, offering analyses and making recommendations from an informed point of view.

The Special Assistant exercises delegated authority to coordinate activities with operating officials, managers and staff both within the DMHHS and various agencies throughout District government.

**POSITION CONTROLS:**

The position works under the direct supervision of the Chief of Staff to the Deputy Mayor for Health and Human Services. The position works with cluster agencies to assess, plan, and develop policies and programs to improve and protect the health of District residents. The position is responsible for independently planning, organizing, coordinating with others and conducting projects, analysis, studies, or other work. This involves the definitive interpretation of legislation, regulations and procedures. Frequently, the position is recognized as a technical authority in evaluating the significance and impact of legislation, regulations and procedures and in the development and interpretation of them. The position informs the supervisor of potentially controversial findings, issues, and problems.

Results of the work are considered as authoritative and are normally accepted without significant change. If the work is reviewed, the review concerns such matters as fulfillment of compliance mandates, program objectives and maintenance of confidentiality requirements. Performance is evaluated on the basis of overall effectiveness in assisting the Deputy Mayor in achieving desired Mayoral objectives and goals.

## **MAJOR DUTIES**

Provides oversight and coordinates efforts and assignments in achieving the agency's long and short range goals and objectives related to human services and affordable housing.

Performs a variety of authoritative advisory duties. As appropriate, holds meetings on behalf of the Deputy Mayor. Prepares reports and briefings to assist the Deputy Mayor and directs the preparation of reports for meetings outside the agency.

Represents DMHHS at various committees and task forces. Provides a consistent presence from the Deputy Mayor's office in order to work with agency Directors, the Executive Office of the Mayor and public and private partners. Active participation by this position is necessary to ensure inter-agency coordination on major policy proposals.

Works in close coordination with the Deputy Mayor, agency directors, Office of Policy and Legislative Affairs and the General Counsel in the identification, development, and presentation of major legislative proposals for presentation to the City Council and serves as a technical advisor to the supervisor and other top agency officials in the development of long and short range District plans and requirements resulting from proposed changes in District/Federal legislation and policy initiatives that impact agency operations and activities.

Researches a variety of diverse codes and regulations, tracks complicated proposals, reports, hearings and bills, and submits assembled information to facilitate the effective assessment of the impact of proposed or evolving legislation, regulations and policies on agency operations and activities. Advises the Chief of Staff of existing problems and recommends solutions and/or alternatives.

Reviews proposed legislation, committee reports, and other legislative documents and materials. Formulates legislative reports describing the DMHHS position on pending legislation. Prepares reviews and examines important correspondence prepared by HHS cluster agencies, which have bearing on pending or proposed legislation for conformity with agency goals and objectives and compliance with governing legislative, regulatory, mayoral and other guidelines.

Attends hearings before committees of the City Council concerning existing and/or proposed legislation as well as performance oversight and budget hearings. Takes notes on key testimony and questions or concerns raised.

Assists constituents with complaint resolution when they have not gotten a complete or satisfactory response from an agency and facilitates complaint resolution when a complex case is presented and an inter-agency response is required.

Produces written documents, including testimony, statements, letters, and other informational materials, as requested by the Deputy Mayor, other EOM staff, or Councilmember offices.

Plans, develops, and conducts program analyses of substantial scale and impact concerning all aspects of current or projected operating programs for actual or potential effectiveness in achieving planned goals and objectives.

Develops, maintains, and monitors projects and integrated reporting system(s), affecting program(s) throughout the activity with functions and operations that are extensively interrelated. Communicates information to management for effective evaluation of program operations and milestones. Analyzes, extracts, summarizes, and identifies significant trends and issues. Forecasts and estimates program requirements and prepare programmatic reports, justifications, charts, graphs, statistical and narrative data, etc., for top-level presentations and briefings.

Conducts management surveys, audits, projects, etc., and provides advisory services to operating or management officials. Program study assignments involve organizations, operations, and functions of significant complexity with extensively interrelated program(s) throughout an extremely complex multi-mission or equivalent activity.

Oversees execution of programs of broad scope and mission impact. Reviews and interprets new and established directives, instructions, regulations, etc., and delegations of authority for potential impact on major program objectives" operating policies, work operations, and progress. Assures program goals, objectives, and operations are realistic. Prepares internal instructions, operating policies, procedures, guidelines, etc., concerning assigned program(s) and recommends required changes and adjustments to assure proper and adequate accomplishment of major program goals and objectives.

Performs other related duties as assigned.

### **KNOWLEDGE REQUIRED BY THE POSITION**

Expert knowledge and understanding of the overall mission and programs of the Department as required to critically review and analyze existing and proposed policy and legislative issues.

Expert knowledge and understanding of District of Columbia and Federal laws and regulations which govern human services and affordable housing operations and activities, pertinent court decisions, existing and proposed policies and operational procedures; changing conditions and priorities and needs, missions and programs, and overall program plans and concepts as required to complete complex research/studies that have the potential to impact the overall mission of the agency.

Expert analytical and evaluative skill in research and policy review and assessment is required to review, interpret, analyze, critique and identify issues that may arise.

Expert knowledge of quantitative methods and economic theories sufficient to apply such knowledge in assessing the effect of proposed human services policies pertinent to matters such as cost, resource allocation, and impact on District residents.

Ability to conduct briefings, represent the Deputy Mayor and develop effective working relationships.

Excellent oral and written communication skills as required to prepare and present legislative proposals, new policies, recommendations and solutions regarding legislative and policy interpretations, impact statements, position papers, compliance issues, and other highly complex transportation issues or technical materials.

**OTHER SIGNIFICANT FACTS:**

Mastery of the mission, functions, and key programs within the DMHHS. Mastery of the policies, regulations, procedures and practices of DMHHS, and the Executive Office of the Mayor.

Mastery of and skill in legislative analysis, problem solving, negotiation strategies and project management to conduct in-depth research and analysis; and mastery of management principles, procedures and techniques of analysis and evaluation.

Mastery of a wide range of qualitative and/or quantitative methods for assessment and improvement of program effectiveness, and the improvement of complex service delivery systems. Ability to assimilate information from a variety of sources, analyze information, and recommend courses of action to be taken.

Superior communication skills to effectively communicate both orally and in writing. Ability to effectively present ideas and concepts to groups.

Demonstrated skill and experience in providing leadership and maintaining confidentiality and discretion in sensitive matters.

## **Policy Advisor CS-301-14**

### **INTRODUCTION**

This position is located in the Office of the Deputy Mayor for Health and Human Services (DMHHS). The function of this position is to serve as an expert Policy Advisor with responsibility for supporting implementation of the District's Homeward DC plan.

### **MAJOR DUTIES**

Supports the Executive Director of the District's Interagency Council on Homelessness (ICH) with the implementation of the District's strategic plan, Homeward DC. (The ICH is a public-private council that uses a collective impact framework to ensure the resources and activities of District government agencies, nonprofit providers, private sector representatives, and philanthropic partners are aligned towards the goals outlined in Homeward DC.)

Responsible for project management, oversight, and technical direction of a portfolio of projects that support the District's systems change efforts. Work with staff from relevant district agencies and external stakeholder groups to accomplish this work. Projects will change over time as implementation of the plan progresses. Examples of projects include coordination and oversight of the City's strategy to end homelessness among Veterans, development of a performance management framework for Homeward DC, development of community-wide protocol for street outreach services, and redesign of the ICH website. The Policy Advisor has authority and responsibility for the successful completion of the projects, as delegated by the supervisor, and develops comprehensive, long-range schedules showing the sequence of tasks, target dates and persons responsible for the various activities for the duration of identified projects (as appropriate).

Attends meetings with or on behalf of the supervisor where issues of significant administrative and managerial importance are discussed and decisions of significant administrative, managerial and programmatic impact are made. Provides supporting information, and addresses issues and concerns raised by program managers.

Serves as lead for managing/planning/facilitating ICH committees and work groups, as assigned.

Acts as a liaison between the Office of the Deputy Mayor for Health and Human Services, the Office of Interagency Council on Homelessness, and other key District agencies in the planning, assessment, and implementation of changes in administrative processes, including those initiated in conjunction with other agencies. Coordinates changes with technical experts, other District/Federal agencies and the private sector to determine the most effective approach and methodology to resolve issues and obtain the desired results.

Conducts in-depth research and statistical analysis of policy issues. Presents critical observations, findings and recommendations on homelessness policy and legislation, and their effect on the agency and activities. Develops other quantitative and qualitative analyses, as required, consistent with commonly accepted practices for program evaluation. Assures that policy issues and recommendations are well-defined, and recommends needed amendments to laws, regulations and other rules. Reviews technical, financial, and administrative correspondence and reports, identifying complex and unusual problems; discusses with responsible manage; and provides substantive recommendations.

Prepares policy statements and reviews and assesses the impact of proposed legislation on functional responsibilities and operations of the office, as directed. Assesses, compiles and reviews data in order to develop policies, procedures and/or systems for establishing, operating, and assessing the effectiveness of programmatic and administrative control systems such as those designed to achieve anti-deficiency requirements are met, streamline and simplify regulatory schemes, facilitate inspection, compliance and enforcement activities, etc.

Develops responses to high level inquiries from the Deputy Mayor, Executive Director of the Interagency Council on Homelessness, City Administrator, Mayor, District of Columbia City Council or others regarding agency action pertinent to issues of significant importance and/or consequence, complexity, or sensitivity.

Performs other related duties as assigned.

### **Knowledge Required By the Position**

Mastery of the operation of homeless services nationally and within the District of Columbia. Mastery of the Homeless Services Reform Act of 2005 and corresponding regulations. Mastery of the HEARTH Act and other Federal Legislation related to homelessness. Mastery of governing legislation, operations, and procedures of the ICH.

Mastery of Federal and state programs that provide support for people at risk of and experiencing homelessness, including shelter and housing programs, health and behavioral health programs, employment programs, etc.

Demonstrated understanding of principles and implementation of practices that apply evidence based and innovative solutions to homelessness (eg, Housing First, Coordinated Entry, use of Medicaid to fund services for clients experiencing homelessness),

Demonstrated understanding of the strategies and programs that can be employed to serve specific sub-poulations (eg, Veterans, chronically homeless individuals, families with minor children, unaccompanied youth, survivors of Domestic Violence, LGBTQ community).

Involvement with system reform.

Demonstrated ability to engage and convene diverse stakeholder groups. Experience with meeting design and facilitation, with a demonstrated ability to generate buy-in and advance systems change through a public process.

Demonstrated ability to be responsive to numerous concurrent requests and establish priorities to advance a large body of work.

Experience developing program regulations, written protocol, and guidance materials.

Experience with basic data analysis and statistics, with the ability to summarize and apply findings in a variety of contexts and for a variety of audiences,

Experience with performance management concepts and techniques.

Ability to conduct research of the feasibility of proposed solutions to agency programs and policy gaps or inconsistencies to positively influence the overall mission of DMHHS and the Interagency Council on Homelessness.

Mastery of advanced project management concepts, practices and methodologies (including knowledge of District wide functions and operations and related budgeting and contracting requirements) sufficient to develop and support agency schedules, budgets and actions.

Excellent oral and written communication skill sufficient to advise and consult with a variety of management officials, supervisors and others prepare and present reports. Ability to establish and maintain an effective working relationship with all levels of management officials.

## **SUPERVISORY CONTROLS**

The supervisor provides general guidance and initial assignments in the form of broadly stated policies, objectives and available resources. The supervisor relies on the incumbent to exercise considerable independent judgment in planning, organizing and executing assignments, which include determining approach, methods and procedures that will work most effectively and expeditiously to accomplish program goals and objectives. Work review is made in terms of fulfillment of objectives; timeliness of work accomplishment; the effectiveness in meeting requirements; as well as contributing to a successful team environment. Recommendations for new programs and/or the alteration of objectives are usually evaluated for considerations such as the availability of funds and other resources, broad program goals, and/or District priorities.

## **GUIDELINES**

Guidelines include applicable Federal and D.C. laws, regulations and rules as they apply to the ICH and the policies and procedures of the District and directions of the Deputy Mayor or designee. The incumbent uses expert judgment in interpreting the intent of existing guidelines, in identifying areas that need further development or study, and in evaluating the significance and impact of new developments in the assigned area. The incumbent must demonstrate ingenuity, and sound judgment in interpreting the intent of the guides that do exist and in

developing new or innovative approaches or adapting applications to specific problems or areas of the work.

### **COMPLEXITY**

Work assignments include a broad range of policy duties involving substantial depth and breadth, numerous interrelationships, complex variables, and new theories, and methodologies. Assignments, also, involves a systematic information/ data collection and research attack on a problem area of such size and complexity that it must be approached through a series of complete and conceptually related policy studies. Complexities may involve the development and application of new techniques and original methods of attack to the solution of important and unusual problems; the application of a high degree of insight to isolate and define critical features of the problem; the application of considerable originality and ingenuity in adapting, extending and synthesizing existing theory, principle or technique into new patterns; or the defining and conducting of auxiliary policy studies necessary to the solution of the assignment problem. The incumbent must take a research or policy problem and initiate, formulate, plan, and execute sophisticated research that provides proposed solutions to the problem.

### **SCOPE AND EFFECT**

The purpose of the work is to evaluate policies to improve the efficiency and effectiveness of the homelessness operations and operating programs. This position has a high level of impact on the planning and success of ICH initiatives in the District of Columbia and the National Capital Region. The work directly impacts the safety and security of citizens in the National Capital Region.

### **PERSONAL CONTACTS**

Contacts are with personnel at all levels of government (ranging from the Mayor to agency line staff), senior-level local, regional, state and federal government officials, as well as citizen.

### **PURPOSE OF CONTACTS**

Contacts may include providing advice and guidance on plans and proposals, analysis of policy and regulations, and/or presentation of critical observations, findings, and recommendations for substantial changes in program observations. Contacts often require persuasion, diplomacy, and cooperative relationships explaining and justifying such changes in terms of management benefits to be derived from them.

### **PHYSICAL DEMANDS**

The work is primarily sedentary with intermittent periods of walking, bending, standing and carrying of light objects such as files, books and reports. The work requires the demonstration of mental and emotional stability and the exhibition of tact, diplomacy and courtesy.



## **WORK ENVIRONMENT**

The work normally includes every day risks or discomfort found in offices, conference rooms, libraries and similar settings in public buildings and is performed in an adequately heated, lighted and ventilated non-smoking office environment

## **OTHER SIGNIFICANT FACTS**

**Education and Experience:** Master's degree from an accredited four year-college or university in public and business administration, public policy or related field plus six (6) years of work related experience; **OR** an equivalent combination of education and/or experience which exhibits the ability to perform satisfactorily in the position required.

**FLSA Status:** Exempt

**Classification Standards:** US OPM Standard: Position classification Flysheet for Miscellaneous Administration and Program Series, GS-0301, TS-34 dated January 1979, dated February 1968; and Administrative Grade Evaluation Guide, TS-98, dated August 1990.

**Deputy Mayor for Health and Human Services  
ES-0301-11**

**Introduction**

This position is located in the Executive Office of the Mayor (EOM). The incumbent of this position serves as Deputy Mayor for Health and Human Services. In this capacity, the incumbent has the responsibility for providing executive direction and administration of a wide range of complex and diverse health and human services and programs which are of high quality and responsive to individual and family needs of the citizens of the District of Columbia. The Deputy Mayor serves in a recognized authoritative and advisory capacity to the Mayor on all matters pertaining to the District's health and human services strategies, systems and services. As Deputy Mayor for Health and Human Services, the incumbent has the responsibility for ensuring the implementation of programs and services through a network of line agencies, namely: Department of Health (DOH); Department of Human Services (DHS); Department of Health Care Finance (DHCF); Child and Family Services Agency (CFSA); Children and Youth Investment Trust Corporation (CYITC); Department on Disability Services (DDS); Department of Mental Health (DMH); Department of Parks and Recreation (DPR); Department of Youth Rehabilitation Services (DYRS); Office of Disability Rights (ODR); and Office on Aging (DCOA).

The District of Columbia is unique in that it provides programs and services normally associated with city, county, and state governments. The Deputy Mayor actively participates with the agency heads in the establishment of health and human services policies; in planning for the accomplishment of primary programs; providing advice concerning implications of major program decisions; and assuring coordination of overall health program planning and objectives with human services programs to assure outreach of income, medical and food assistance programs.

**Position controls**

Under the broad policy guidance and direction of the Mayor of the District of Columbia, incumbent has broad latitude and authority in accomplishing the overall objectives and specified goals within the framework of laws and major policies. Within strategic priorities, the incumbent independently handles highly sensitive matters and/or situations; accomplishes varied and complex assignments and special projects; and provides authoritative recommendations based on policy considerations, judgment, and an awareness of the Mayor's position, priorities, actions, desires, and needs. Advice and recommendations are generally accepted as sound and authoritative. Performance is evaluated on the basis of overall effectiveness in assisting the Mayor to achieve desired goals and objectives.

Principle guides include established policies, procedures and regulations of the District of Columbia, Mayor's Orders, policies and regulations governing the various agencies under the Deputy Mayor's supervision, and specific instructions of the Mayor. The

guides are broadly stated and nonspecific, which require extensive interpretation. The incumbent must use judgment and ingenuity in interpreting the intent of the guidelines that exist and in developing applications to specific areas of work. Frequently, the incumbent is recognized as a technical authority in the development and interpretation of guidelines.

### **Major Duties and Responsibilities**

Serves as the representative and spokesperson for the District's policy on health and human services. Represents the Mayor on committees, boards, agencies, civic groups, and official bodies, taking action as deemed necessary to effectively represent the District of Columbia, and to promote its interests, as it pertains to the Deputy Mayor's area of responsibility.

Develops or directs the development of long-range plans for accomplishing major programs assigned to health and human services, considering such factors as District government and departmental mandates, the known wishes of the Mayor, departmental programming documents, and the constraints imposed by available resources. Develops program documents and systemized evaluation of health and human services program objectives and accomplishments to measure program achievements.

Responsible for the development and implementation of plans and strategies to monitor, evaluate and assess the level and availability of health and medical services, and resources provided in the public sector and those facilities in the private sector, and assures that the services available and provided by the District of Columbia are comparable to those in the private sector both in terms of quality and cost.

Assures ready accessibility to high quality human need services by all citizens and especially vulnerable populations, the disabled, and the neglected and abused. Assures effective management and cost-effective use of resources throughout those agencies associated with health and human services programs by means of final approval on key policies and decisions (resource allocation, manpower, contracts and procurement).

Exercises the authority granted by state regulatory powers to set and enforce standards for quality and cost health and human services. Assures compliance of health and social programs with federal and state regulations and standards.

Advocates major programs which should be initiated, curtailed, or discontinued. Determines, within established parameters, what financial and manpower resources should be allocated to assigned programs, and decides priorities and scheduling targets for major program milestones.

Takes action to structure and staff the organizations; to establish delegations of authority; to prescribe internal operating policies and procedures; and to establish organizational objectives. Continually assesses the status of assigned programs and

takes managerial action to provide for increased efficiency and effectiveness of operations; and to reduce costs, and to improve program coordination.

Prescribes general rules and regulations intended to standardize and improve work procedures, promote better coordination of programs and policies, greater efficiency among staff, and better services to the public. Prescribes accepted standards of administrative practices to be followed; and assists the Mayor in formulating top level decisions.

Keeps the Mayor advised of operating activities of subordinate agencies. Conducts fact-finding missions regarding various operating problems; and prepares analyses and evaluations, as appropriate. Based upon findings, makes recommendations to the Mayor on specific course of action to be taken; determines facts in each case and develops solution and/or alternate proposals; and assures that decisions are carried out by subordinate agency heads.

Serves as a member of the Mayor's Cabinet, and as such participates to a considerable degree in the most significant Cabinet determinations.

Perform other related duties as assigned by the Mayor in furtherance of the Mayor's mission as Chief Executive of the District of Columbia Government.

#### **OTHER SIGNIFICANT FACTS**

Mastery of the mission, objectives, strategies and program goals of the health and human services agencies, in order to effectively and efficiently integrate support services with the broader objectives of the agencies.

Mastery of the principles, practices and techniques of a public administration. Mastery of and experience in public relations, and promotion principles and techniques.

Mastery of and skill in problem solving negotiation strategies, and project management to conduct in-depth research and analysis; and mastery of management skill and experience in planning, organizing, and directing team study work, and negotiating effectively with management to accept and implement recommendations.

Mastery of a wide range of qualitative and quantitative methods for the assessment and improvement of complex management processes and systems. Mastery of customer services theory and practices, and business processes redesign practices.

Superior oral and writing communication skills in order to develop presentations and prepare position paper; to coordinate projects with various professional and technical persons; to elicit information on a wide variety of health and human services needs; and to communicate information and decisions concerning health and human services with all interested parties.

**Ability to exercise judgment and discretion in devising, installing and interpreting departmental or citywide rules, regulations, policies or procedures; and to evaluate results and achievement of departmental objectives and to redirect efforts and priorities as needed.**

**High degree of interpersonal skills to interact with a wide variety of high level officials in the District and Federal governments including members of Congress, representatives from the U.S. Department of Health and Human Services, members of the Council of the District of Columbia, and the general public.**

**CHIEF OF STAFF**  
**ES-0301-09**

**INTRODUCTION:**

This position is located in the Office of the Deputy Mayor for Health and Humans Services (DMHHS). This Office supports the Mayor in coordinating a comprehensive system of benefits, goods and services across multiple agencies to children, youth, and adults, with and without disabilities, so that they can lead healthy, meaningful and productive lives.

This position functions as Chief of Staff, responsible for providing high strategic planning, direction and management control of staff activities in order to meet the organizational goals and objectives; managing the complex day-to-day operations carried out by the staff of the DMHHS; and developing, coordinating, directing and administering policies relating to all phases of public information. The incumbent exercises delegated authority to coordinate activities with operating officials, managers and staff both within the DMHHS and various agencies throughout District government.

**POSITIONS CONTROLS:**

Works under the very broad administrative supervision of the Deputy Mayor for Health and Human Services, who provides assignments, initiated through discussions, conferences, or directives that broadly define missions and functions. The Chief of Staff is responsible for independently planning, designing, and carrying out programs, projects, studies, or other work. Results of the work are considered as authoritative and are normally accepted without significant change. If the work is reviewed, the review concerns such matters as fulfillment of compliance mandates, program objectives and integration across all cluster agencies. Recommendations for new projects and alteration of objectives are usually evaluated only for such consideration as availability of funds and other resources and to discuss broad program goals and priorities. Performance is evaluated on the basis of overall effectiveness in assisting the Deputy Mayor for Health and Human Services in achieving desired Mayoral objectives and goals.

Guidelines are broadly stated and non-specific, as in general policy statements, broadly defined public health and human services objectives and basic legislation and requires extensive interpretation. Incumbent uses judgment and ingenuity in interpreting the intent of existing guidelines and identifying areas of interest that need further development or study. Frequently, the incumbent is recognized as a technical authority in evaluating the significance and impact of the guidelines and in the development and interpretation of them.

**MAJOR DUTIES AND RESPONSIBILITIES:**

Responsible for supporting all of the program areas as directed by the Deputy Mayor for Health and Human Services pertaining to office operations, intergovernmental cross-cutting initiatives, performance management and providing support of overall policy development impacting the DMHHS. Provides oversight and coordinates efforts and assignments in achieving the agency's long and short range goals and objectives.

Conducts daily planning, scheduling, and monitoring of ongoing projects. Directs day-to-day management of operations within the agency. Utilizes database management, project management and other management processes to keep track of activities. Manages assignments and directs job performance activities as they relate to the accomplishment of agency's goals and objectives.

Formulates and interprets policy for dealing with assignments; develops and installs systems and procedures which track work assignments and which utilizes the staff in an efficient and effective manner; provides thorough and timely responses to policy issues, problems, and complaints through proper tracking and control of work flow; and makes adjustments in resource allocations as necessary.

Identifies problems, needs and specific issues in a particular area. Determines the character of correspondence, reports and documentations received and the nature of controls needed to ensure the appropriate related action. Makes appropriate assignments to accomplish the desired outcome and brings policy and very critical issues to the attention of the appropriate management authorities.

Performs a variety of authoritative advisory duties. As appropriate, holds meetings on behalf of the Deputy Mayor to direct assignments and carry out special projects. Reviews, analyzes and advises the Deputy Mayor and direct reports on daily operations; coordinates agency meetings; and, prepares for Council hearings.

Directs research and analysis of existing and proposed governmental policies. Evaluates the implications of legislation on the agency; this includes new regulations and concepts and their effects upon the functions of the agency. Formulates long-range plans designed to ensure that the organization can perform its mission in the future. The incumbent follows the progress of the development of major legislative items through research, the media and attendance at hearings and conferences.

Prepares reports and briefings to assist the Deputy Mayor and directs the preparation of reports for meetings outside the agency by ensuring that position papers, policy positions, and the appropriate information has been gathered and reviewed for their use; coordinates the staff work in preparation for the Deputy Mayor and direct reports with Council members, members of authority, political and business organizations and citizen groups.

Reviews major staff communications to the Deputy Mayor to assure coordinated presentations; makes authoritative recommendations to the Deputy Mayor for further action concerning change in policies, programs, procedures and staffing of agency components; keeps the Deputy Mayor informed of work pending and the rate of progress on major assignments.

Independently planning, designing, developing, coordinating, and directing DMHHS responses to requests for information from various sources including DC and federal government agencies, the Executive Office of the Mayor and the public.

Maintains contact with DMHHS employees, D.C. Department of Human Resources, other District government agencies, federal, state and local governments, and high-level government officials. The contacts are usually to collaborate, justify, defend, negotiate, or settle matters involving significant or controversial issues. The people contacted typically have diverse viewpoints, goals, and objectives requiring the incumbent to achieve a common understanding of the problem and a satisfactory solution by convincing them arriving at a compromise, or developing suitable alternatives.

Exercises delegated authority to oversee the overall planning, direction, and timely execution of a program, several program segments (each of which is managed through separate subordinate organizational units), or comparable staff functions, including development, assignment, and higher level clearance of goals and objectives for supervisors or managers of subordinate organizational units or lower organizational levels.

Approves multi-year and longer range work plans developed by staff and subsequently manages the overall work of the ODMHHS to achieve its goals and objectives.

Oversees the revision of the long range plans, goals and objectives for the work directed. Manages the development of policy changes in response to changes in levels of appropriations or other legislated changes. Manages organizational changes throughout the organization or major changes to the structure and content of the program or program segments directed. Exercises discretionary authority to approve the allocation and distribution of funds in the organization's budget.

Performs other related duties as assigned

**OTHER SIGNIFICANT FACTS:**

Mastery of the mission, function and operational programs of the ODMHHS. Mastery of the policies, regulations, procedures and practices of ODMHHS and the Executive Office of the Mayor. Mastery of all facets of environmental protection programs, including grants planning and management and sub grant-making.

Mastery of state-of-the-art management tools for project management, resource allocation, budgeting, and performance management. Ability to develop, prepares, execute and manage complex operating and capital budgets. Knowledge of financial management systems, inclusive of performance based budgeting.

Mastery of and skill in problem solving, negotiation strategies and project management to conduct in-depth research and analysis and mastery of management principles, procedures and techniques of analysis and evaluation.

Mastery of a wide range of qualitative and/or quantitative methods for assessment and improvement of program effectiveness and the improvement of complex management processes and systems. Ability to assimilate information from a variety of sources, analyzes information, and recommends courses of action to be taken.



Chief of Staff  
ES-0301-09

Superior communication skills to effectively communicate both orally and in writing. Ability to establish and maintain effective high-performing teams within agency components. Ability to establish effective working and public relations. Ability to effectively present ideas and concepts to groups.

Demonstrated skill and experience in providing leadership in a managerial/supervisory capacity. Expertise in leading small and large teams in both short and long term settings.

### **SPECIAL REQUIREMENTS**

**Education and Experience:** Bachelor's degree from an accredited four year-college or university in public and business administration, human resource management (HRM), public policy or related field plus a minimum of seven (7) years of work related experience; **OR** an equivalent combination of education and/or experience which exhibits the ability to perform satisfactorily in the position.

Candidate must possess at least one (1) year of specialized experience equivalent to ES-08 grade level (ES-08 is equivalent to MS-14/15). Specialized experience is experience which is directly related to the position and has equipped the individual with the knowledge, skills, and abilities to successfully perform the duties of the position.

**JOB CODE: 550990**  
**Chief of Staff, ES-301-09 (DMHHS)**

# Policy Advisor

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CS-301-15

## **INTRODUCTION**

This position is located in the Office of the Deputy Mayor for Health and Human Services (DMHHS). The function of this position is to serve as an expert Policy Advisor with responsibility for evaluating policies for the purpose of improving the efficiency and effectiveness of the operations of prevention services of the child abuse and neglect, homelessness and violence prevention.

The incumbent serves as an expert and key advisor to the Deputy Mayor and the Chief of Staff, providing a broad range of research and advice in support of the implementation of the District's strategic vision towards child abuse and neglect, homelessness and violence prevention.

## **MAJOR DUTIES**

Conducts in-depth research and statistical analysis of highly complex and frequently intractable policy issues pertinent to DMHHS prevention efforts. Presents critical observations, findings and recommendations on homelessness policy and legislation, and their effect on the agency and activities.

Develops quantitative and qualitative analyses, as required, consistent with commonly accepted practices for program evaluation, in addition to, generating and applying new hypotheses and concepts designed to facilitate the planning, conduct, and/or evaluation of long range projects or proposals to resolve highly complex city-wide prevention policy issues.

Organizes and presents innovative policy options, anticipating, as possible, the direction of potential opposition, conflicts, or other concerns. Assures that policy issues and recommendations are well-defined, and recommends needed amendments to laws, regulations and other rules. Reviews technical, financial, and administrative correspondence and reports, identifying complex and unusual problems. Discusses with responsible manager and provides substantive recommendations.

Prepares policy statements and reviews and assesses the impact of proposed legislation on functional responsibilities and operations of the office, as directed. Assesses, compiles and reviews data in order to develop policies, procedures and/or systems for establishing, operating, and assessing the effectiveness of programmatic and administrative control systems such as those designed to achieve anti-deficiency requirements are met, streamline and simplify regulatory schemes, facilitate inspection, compliance and enforcement activities, etc.

Responsible for project management, oversight, and technical direction of a portfolio of projects that support the District's systems change efforts. Work with staff from relevant district agencies and external stakeholder groups to accomplish this work. Projects will change over time as implementation of the plan progresses. The Policy Advisor has authority and responsibility for the successful completion of the projects, as delegated by the supervisor, and develops comprehensive, long-range schedules

# Policy Advisor

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showing the sequence of tasks, target dates and persons responsible for the various activities for the duration of identified projects (as appropriate).

Acts as a liaison between the Office of the Deputy Mayor for Health and Human Services and other key District agencies in the planning, assessment, and implementation of changes in administrative processes, including those initiated in conjunction with other agencies.

Coordinates changes with technical experts, other District/Federal agencies and the private sector to determine the most effective approach and methodology to resolve issues and obtain the desired results.

Develops responses to high level inquiries from the Deputy Mayor, City Administrator, Mayor, District of Columbia City Council or others regarding agency action pertinent to issues of significant importance and/or consequence, complexity, or sensitivity.

Attends meetings with or on behalf of the supervisor where issues of significant administrative and managerial importance are discussed and decisions of significant administrative, managerial and programmatic impact are made. Provides supporting information, and addresses issues and concerns raised by program managers. Serves as lead for managing/planning/facilitating relevant committees and work groups, as assigned. Participates, as directed, in a variety of prevention forums at the local, regional or national levels.

Performs other related duties as assigned.

## **Knowledge Required By the Position**

Mastery of a broad range of specialized areas associated with the implementation and operation of prevention services nationally and within the District of Columbia.

Demonstrated capability to understand and apply a broad range of knowledge of public policy issues and programs sufficient to assist in the development of strategies and programs that can be employed to serve specific sub-populations (e.g., Veterans, chronically homeless individuals, families with minor children, unaccompanied youth, survivors of Domestic Violence, LGBTQ community).

Demonstrated ability to engage and convene diverse stakeholder groups. Experience with meeting design and facilitation, with a demonstrated ability to generate buy-in and advance systems change through a public process.

Demonstrated ability to be responsive to numerous concurrent requests and establish priorities to advance a large body of work.

# Policy Advisor

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Mastery of and skill in the application of analytical and evaluative methods, and qualitative and/or quantitative methods sufficient to interpret information and data related to the assessment of complex and/or unyielding problem areas, recommend improvements in complex programmatic and administrative processes. Knowledge of basic data analysis and statistics, with the ability to summarize and apply findings in a variety of contexts and for a variety of audiences.

Ability to conduct research of the feasibility of proposed solutions to agency programs and policy gaps or inconsistencies to positively influence the overall mission of DMHHS and the Interagency Council on Homelessness. Ability to develop program regulations, written protocol, and guidance materials.

Mastery of advance project management concepts, practices and methodologies (including knowledge of District wide functions and operations and related budgeting and contracting requirements) sufficient to develop and support agency schedules, budgets and actions.

Excellent oral and written communication skill sufficient to advise and consult with a variety of management officials, supervisors and others prepare and present reports. Ability to establish and maintain an effective working relationship with all levels of management officials.

## **SUPERVISORY CONTROLS**

The supervisor provides administrative direction. Overall assignments are made in the form of broadly stated policies, objectives and available resources pertinent to (DMHHS) functional responsibilities. The supervisor relies on the incumbent to exercise considerable independent judgment in planning, organizing and executing assignments, which include determining approach, methods and procedures that will work most effectively and expeditiously to accomplish program goals and objectives. Work review is made in terms of fulfillment of objectives; timeliness of work accomplishment; the effectiveness in meeting requirements; as well as contributing to a successful team environment. Recommendations for new programs and/or the alteration of objectives are usually evaluated for considerations such as the availability of funds and other resources, broad program goals, and/or District priorities.

## **GUIDELINES**

Guidelines include applicable Federal and basic D. C. laws, regulations, rules, and broad policy statements, as they apply to the District and directions of the Deputy Mayor or designee. The incumbent uses expert judgment in interpreting the intent of existing guidelines, in identifying areas that need further development or study, and in evaluating the significance and impact of new developments in the assigned area. The incumbent must demonstrate ingenuity, and sound judgment in interpreting the intent of the guides that do exist and in developing new or innovative approaches,

# Policy Advisor

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adapting applications to specific problems or areas of the work, or where there is no applicable precedent(s) in unusual and/or sensitive situations.

## **COMPLEXITY**

Work assignments include a broad range of policy duties involving substantial depth and breadth, numerous interrelationships, complex variables, and new theories, and methodologies. Assignments, also, involves a systematic information/data collection and research attack on a problem area of such size and complexity that it must be approached through a series of complete and conceptually related policy studies. Complexities may involve the development and application of new techniques and original methods of attack to the solution of important and unusual problems; the application of a high degree of insight to isolate and define critical features of the problem; the application of considerable originality and ingenuity in adapting, extending and synthesizing existing theory, principle or technique into new patterns; or the defining and conducting of auxiliary policy studies necessary to the solution of the assignment problem. The incumbent must take a research or policy problem and initiate, plan, and execute sophisticated research that provides proposed solutions to the problem.

## **SCOPE AND EFFECT**

The purpose of the work is to evaluate policies to improve the efficiency and effectiveness of the homelessness operations and operating programs. This position has a high level of impact on the planning and success of ICH initiatives in the District of Columbia and the National Capital Region. The work directly impacts the safety and security of citizens in the National Capital Region.

## **PERSONAL CONTACTS**

Contacts are with personnel at all levels of government (ranging from the Mayor to agency line staff), senior-level local, regional, state and federal government officials, District residents, as well as, the general public.

## **PURPOSE OF CONTACTS**

The purpose of contacts may include providing technical expertise and advice in the review, adaptation, or implementation of plans and proposals, the analysis of vital policy and regulations, and/or presentation of critical observations, findings, and recommendations for substantial changes in prevention program operations. Contacts often require persuasion, diplomacy, and cooperative relationships explaining and justifying such changes in terms of management benefits to be derived from them.

# Policy Advisor

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CS-301-15

## **PHYSICAL DEMANDS**

The work is primarily sedentary with intermittent periods of walking, bending, standing and carrying of light objects such as files, books and reports. The work requires the demonstration of mental and emotional stability and the exhibition of tact, diplomacy and courtesy.

## **WORK ENVIRONMENT**

The work normally includes every day risks or discomfort found in offices, conference rooms, libraries and similar settings in public buildings and is performed in an adequately heated, lighted and ventilated non-smoking office environment.

## **OTHER SIGNIFICANT FACTS**

**Education and Experience:** Bachelor's degree from an accredited four year-college or university in public and business administration, public policy or related field, plus seven (7) years of work related experience preferred; **OR** an equivalent combination of education and/or experience which exhibits the ability to perform satisfactorily in the position.

**FLSA Status:** Exempt.

**Standards Used:** US OPM Standard: Position classification Flysheet for Miscellaneous Administration and Program Series, GS-0301, TS324 Dated January 1979 and February 1968; and Administrative Grade Evaluation Guide, TS-98, Dated August 1990.

**Job Code:** 555730

## **Policy Advisor CS-301-14**

### **INTRODUCTION**

This position is located in the Office of the Deputy Mayor for Health and Human Services (DMHHS). The function of this position is to serve as an expert Policy Advisor with responsibility for supporting implementation of the District's Homeward DC plan. The Policy Advisor has authority and responsibility for the successful completion of the projects, as delegated by the supervisor, and develops comprehensive, long-range schedules showing the sequence of tasks, target dates and persons responsible for the various activities for the duration of identified projects (as appropriate).

### **MAJOR DUTIES**

Supports the Executive Director of the District's Interagency Council on Homelessness (ICH) with the implementation of the District's strategic plan, Homeward DC. (The ICH is a public-private council that uses a collective impact framework to ensure the resources and activities of District government agencies, nonprofit providers, private sector representatives, and philanthropic partners are aligned towards the goals outlined in Homeward DC.)

Conducts in-depth research and statistical analysis of policy issues. Presents critical observations, findings and recommendations on homelessness policy and legislation, and their effect on the agency and activities.

Prepares policy statements and reviews and assesses the impact of proposed legislation on functional responsibilities and operations of the office, as directed. Assesses, compiles and reviews data in order to develop policies, procedures and/or systems for establishing, operating, and assessing the effectiveness of programmatic and administrative control systems such as those designed to achieve anti-deficiency requirements are met, streamline and simplify regulatory schemes, facilitate inspection, compliance and enforcement activities, etc.

Responsible for project management, oversight, and technical direction of a portfolio of projects that support the District's systems change efforts. Work with staff from relevant district agencies and external stakeholder groups to accomplish this work. Projects will change over time as implementation of the plan progresses. Examples of projects include coordination and oversight of the City's strategy to end homelessness among Veterans, development of a performance management framework for Homeward DC, development of community-wide protocol for street outreach services, and redesign of the ICH website.

Serves as lead for managing/planning/facilitating ICH committees and work groups, as assigned.

Acts as a liaison between the Office of the Deputy Mayor for Health and Human Services, the Office of Interagency Council on Homelessness, and other key District agencies in the planning, assessment, and implementation of changes in administrative processes, including those initiated in conjunction with other agencies.

Coordinates changes with technical experts, other District/Federal agencies and the private sector to determine the most effective approach and methodology to resolve issues and obtain the desired results.

Develops other quantitative and qualitative analyses, as required, consistent with commonly accepted practices for program evaluation. Assures that policy issues and recommendations are well-defined, and recommends needed amendments to laws, regulations and other rules.

Reviews technical, financial, and administrative correspondence and reports, identifying complex and unusual problems; discusses with responsible manage; and provides substantive recommendations.

Attends meetings with or on behalf of the supervisor where issues of significant administrative and managerial importance are discussed and decisions of significant administrative, managerial and programmatic impact are made. Provides supporting information, and addresses issues and concerns raised by program managers.

Develops responses to high level inquiries from the Deputy Mayor, Executive Director of the Interagency Council on Homelessness, City Administrator, Mayor, District of Columbia City Council or others regarding agency action pertinent to issues of significant importance and/or consequence, complexity, or sensitivity.

Performs other related duties as assigned.

### **KNOWLEDGE REQUIRED BY THE POSITION**

Mastery of the operation of homeless services nationally and within the District of Columbia. Mastery of the Homeless Services Reform Act of 2005 and corresponding regulations. Mastery of the HEARTH Act and other Federal Legislation related to homelessness. Mastery of governing legislation, operations, and procedures of the ICH.

Mastery of Federal and state programs that provide support for people at risk of and experiencing homelessness, including shelter and housing programs, health and behavioral health programs, employment programs, etc.

Demonstrated understanding of principles and implementation of practices that apply evidence based and innovative solutions to homelessness (e.g., Housing First, Coordinated Entry, use of Medicaid to fund services for clients experiencing homelessness).



Demonstrated understanding of the strategies and programs that can be employed to serve specific sub-populations (e.g., Veterans, chronically homeless individuals, families with minor children, unaccompanied youth, survivors of Domestic Violence, LGBTQ community).

Demonstrated ability to engage and convene diverse stakeholder groups. Demonstrated ability to be responsive to numerous concurrent requests and establish priorities to advance a large body of work.

Knowledge of basic data analysis and statistics, with the ability to summarize and apply findings in a variety of contexts and for a variety of audiences. Knowledge of performance management concepts and techniques.

Ability to conduct research of the feasibility of proposed solutions to agency programs and policy gaps or inconsistencies to positively influence the overall mission of DMHHS and the Interagency Council on Homelessness. Ability to develop program regulations, written protocol, and guidance materials.

Mastery of advanced project management concepts, practices and methodologies (including knowledge of District wide functions and operations and related budgeting and contracting requirements) sufficient to develop and support agency schedules, budgets and actions.

Excellent oral and written communication skill sufficient to advise and consult with a variety of management officials, supervisors and others prepare and present reports. Ability to establish and maintain an effective working relationship with all levels of management officials.

### **SUPERVISORY CONTROLS**

The supervisor provides general guidance and initial assignments in the form of broadly stated policies, objectives and available resources. The supervisor relies on the incumbent to exercise considerable independent judgment in planning, organizing and executing assignments, which include determining approach, methods and procedures that will work most effectively and expeditiously to accomplish program goals and objectives. Work review is made in terms of fulfillment of objectives; timeliness of work accomplishment; the effectiveness in meeting requirements; as well as contributing to a successful team environment. Recommendations for new programs and/or the alteration of objectives are usually evaluated for considerations such as the availability of funds and other resources, broad program goals, and/or District priorities.

### **GUIDELINES**

Guidelines include applicable Federal and D.C. laws, regulations and rules as they apply to the ICH and the policies and procedures of the District and directions of the Deputy Mayor or designee. The incumbent uses expert judgment in interpreting the intent of existing guidelines, in identifying areas that need further development or study, and in evaluating the significance and impact of new developments in the assigned area. The incumbent must demonstrate

ingenuity, and sound judgment in interpreting the intent of the guides that do exist and in developing new or innovative approaches or adapting applications to specific problems or areas of the work.

### **COMPLEXITY**

Work assignments include a broad range of policy duties involving substantial depth and breadth, numerous interrelationships, complex variables, and new theories, and methodologies. Assignments, also, involves a systematic information/ data collection and research attack on a problem area of such size and complexity that it must be approached through a series of complete and conceptually related policy studies. Complexities may involve the development and application of new techniques and original methods of attack to the solution of important and unusual problems; the application of a high degree of insight to isolate and define critical features of the problem; the application of considerable originality and ingenuity in adapting, extending and synthesizing existing theory, principle or technique into new patterns; or the defining and conducting of auxiliary policy studies necessary to the solution of the assignment problem. The incumbent must take a research or policy problem and initiate, formulate, plan, and execute sophisticated research that provides proposed solutions to the problem.

### **SCOPE AND EFFECT**

The purpose of the work is to evaluate policies to improve the efficiency and effectiveness of the homelessness operations and operating programs. This position has a high level of impact on the planning and success of ICH initiatives in the District of Columbia and the National Capital Region. The work directly impacts the safety and security of citizens in the National Capital Region.

### **PERSONAL CONTACTS**

Contacts are with personnel at all levels of government (ranging from the Mayor to agency line staff), senior-level local, regional, state and federal government officials, as well as citizen.

### **PURPOSE OF CONTACTS**

Contacts may include providing advice and guidance on plans and proposals, analysis of policy and regulations, and/or presentation of critical observations, findings, and recommendations for substantial changes in program observations. Contacts often require persuasion, diplomacy, and cooperative relationships explaining and justifying such changes in terms of management benefits to be derived from them.

### **PHYSICAL DEMANDS**

The work is primarily sedentary with intermittent periods of walking, bending, standing and carrying of light objects such as files, books and reports. The work requires the demonstration of mental and emotional stability and the exhibition of tact, diplomacy and courtesy.

## **WORK ENVIRONMENT**

The work normally includes every day risks or discomfort found in offices, conference rooms, libraries and similar settings in public buildings and is performed in an adequately heated, lighted and ventilated non-smoking office environment

## **OTHER SIGNIFICANT FACTS**

**Education and Experience:** Bachelor's degree from an accredited four year-college or university in public and business administration, public policy or related field plus six (6) years of work related experience; **OR** an equivalent combination of education and/or experience which exhibits the ability to perform satisfactorily in the position required.

**FLSA Status:** Exempt

**Classification Standards:** US OPM Standard: Position classification Flysheet for Miscellaneous Administration and Program Series, GS-0301, TS-34 dated January 1979, dated February 1968; and Administrative Grade Evaluation Guide, TS-98, dated August 1990.

**Job Code:** 554602

**Smart Code:** RC0574

**Executive Director  
Interagency Council on Homelessness  
ES-301-11**

**INTRODUCTION**

The position is located in the Department of Human Services (DHS). The Interagency Council on Homelessness (ICH) was developed through the Homeless Services Reform Act of 2005 (HSRA) to facilitate a collective community and interagency response to prevent and eliminate homelessness in the District. ICH is the strategic planning and policy advisory body for issues related to homelessness.

This position serves as the Executive Director of the Interagency Council on Homelessness. The Executive Director is the official spokesperson for the ICH with media, the legislative branch and various external stakeholders. The Executive Director manages all aspects of the operations of the ICH with responsibilities for: (1) Coordinate efforts across agencies to end homelessness in the District; (2) Provide a single point of accountability for efforts to end homelessness in the District; (3) Lead and coordinate the Interagency Council on Homelessness; (4) Work with community stakeholders and the Interagency Council on Homelessness to create, coordinate, and implement a plan to end homelessness in the District; (5) Create and monitor performance measures that track the District's progress on the plan to end homelessness; and (6) Report annually to the Mayor and to the Council of the District of Columbia on the status of ending homelessness in the District.

**POSITION CONTROLS**

This position reports to the Director, Department of Human Services. The Director provides policy guidance and makes assignments in terms of general objectives and priorities. The incumbent exercises full authority over the day-to-day operations of the ICH; and advices and recommendations provided by the incumbent are generally accepted as sound and authoritative. The incumbent informs the Director and City Administrator regarding the status of agency objectives, activities, and potential areas of concern regarding policy or precedent, unusual complexities requiring attention/resolution, and proposed remedies. Priorities are established base on long-range objectives established by the administration and the ICH. Performance is evaluated in terms of meeting ICH objectives in a timely, effective and efficient manner.

Guidelines include applicable Federal and D.C. laws, regulations and rules as they apply to the ICH and the policies and procedures of the District and directions of the City Administrator or designee. The incumbent uses expert judgment in interpreting the intent of existing guidelines, in identifying areas that need further

development or study, and in evaluating the significance and impact of new developments in the assigned area. Frequently, the incumbent is recognized as a technical authority in the development and interpretation of guidelines.

### **DUTIES AND RESPONSIBILITIES**

Facilitates the participation and collaboration of all ICH members. Serves as IGH liaison with the Executive Office of the Mayor, Deputy Mayor for Health and Human Services, other District government Deputy Mayors, all District agencies, the Continuum of Care (CoC) for the District, and stakeholders. Coordinates all ICH meetings, is a member of all ICH committees and sub-committees, and coordinates overall membership participation.

Responsible for building strong, effective relationships and fostering collaboration among ICH members, other entities, and stakeholders, including public agencies, non-profit agencies, for profit businesses, faith communities, and other community-based organizations to promote broad-based understanding of homelessness and community commitment to achieving the goal of ending homelessness.

Serves as the principal advisor to the City Administrator, Deputy Mayors and ICH members in interpretation, analysis and review of legislation as it relates to the ICH and Continuum of Care. Provides technical assistance and advice to the DHS Director in interpretation, analysis and review of legislation that impacts the delivery and oversight of homeless services.

Coordinates and assures compliance with the HEARTH Act. Coordinates with other community partners in preparing grants and other means for securing resources to prevent and eliminate homelessness in the District. Coordinates the work of the ICH with the new affordable housing data system. Coordination and facilitation of all ICH general, committee and sub-committee meetings.

Develops the overall communications strategy for the ICH. Oversees the development of the Strategic Plan and corresponding Annual Action. Coordinates with the City Administrator, all Deputy Mayors and ICH members to establish priorities and objectives on long-range strategies for the ICH.

Advises the Director, the City Administrator, the Deputy Mayor for Health and Human Services and all ICH members on matters related to operations of the ICH. Advises the ICH on best practices, services gaps and areas of concern within the Continuum of Care.

Establishes and manages a system of measures and indicators to track progress in plan implementation; and ensures coordination of data collection, analysis and reporting in order to promote shared accountability for achievement of planned results.

Works closely with staff from the United States Interagency Council on Homelessness and other federal agencies to stay abreast of, and ensure the District is in line with, federal plans to end homelessness and Federal resources that the District can assess.

Supervises subordinates if and when additional staff and resources become available. Plans routine operations, special projects, and new and improved activities; reviews and approves work plans and confers with subordinates to develop properly structured activities with clearly delineated tasks, responsibilities, reporting requirements and timeframes.

Monitors and evaluates routine operations and special activities for efficiency, effectiveness and compliance with policies and procedures. Establishes work methods and management techniques to provide maximum efficiency and effectiveness.

Drafts policies and legislation as it relates to the ICH and monitors the approval process to insure expeditious approval. Reviews and interprets newly enacted DC laws affecting the ICH and the Continuum of Care. Reviews, analyzes, and interprets local and Federal legislation relating to the provision of homeless services.

Keeps abreast of all proposed, pending and current legislation and regulations that affect the ICH or the Continuum of Care.

Prepares position papers, briefing documents, justifications, summaries, and comparative analyses of legislative matters relating to the ICH and the Continuum of Care.

Develops reports for the administration, local and federal agencies, the City Council of the District of Columbia and the community at-large.

Responds to concerns or inquiries addressed to the ICH regarding the Continuum of Care in the District and homelessness in general.

Represents the ICH at meetings and hearings held by the City Council or other District agencies.

Performs other related duties as assigned.

### **OTHER SIGNIFICANT FACTS**

Mastery of the operation of homeless services nationally and within the District of Columbia. Mastery of the Homeless Services Reform Act of 2005 and corresponding regulations. Mastery of governing legislation, operations and procedures of the ICH.

Mastery of the HEARTH Act and other Federal Legislation related to homelessness.

Mastery of program analysis, evaluation, management practices, theories and methodology, project management, and program evaluation. Mastery of and skill in problem-solving, and negotiation strategies. Mastery of a wide range of qualitative and/or quantitative methods for assessment and improvement of program effectiveness, and the improvement of complex management processes and systems.

Ability to effectively foster interagency collaboration and communication.  
Ability to effectively engage government officials, homeless service providers, advocates and those that are currently or formerly homeless.

Ability to effectively interpret of policies and procedures, health and welfare laws, and newly enacted District and Federal laws and regulations relative to the ICH and the Continuum of Care so as to provide technical assistance and interpretation when new legislation is being developed.

Ability to effectively communicate orally and in written format so as to present clear and concise policies, reports, position papers, briefing papers, and studies. Superior writing skills to develop presentations and present findings, and advanced oral communication skills in order to deliver briefings and speak publicly to address various high-ranking governmental officials and community groups.

Demonstrated skills and experience in providing leadership in a managerial capacity and in providing leadership in a team-based environment; and the ability to set appropriate work standards and to hold people accountable for their performance.

Familiarity with information and communications-related technology including social media and digital communications.

**Special Requirement**

Bachelor's degree in public or business administration, public policy or closely related field. An advanced degree is desired.

Managerial/Supervisory experience is required.

Executive experience is desired.

# Office of the Deputy Mayor for Health and Human Services FY2016

**Agency** Office of the Deputy Mayor for Health and Human Services

**Mission** The Office of the Deputy Mayor for Health and Human Services (DMHHS) supports the Mayor in coordinating a comprehensive system of benefits, goods and services across multiple agencies to ensure that children, youth and adults, with and without disabilities, can lead healthy, meaningful and productive lives.

**Summary of Services** The Office manages the Human Support Services program through the provision of leadership for policy and planning; government relations; and communication and community relations for the agencies under its jurisdiction. These include: 1. Child and Family Services Agency (CFSA) 2. Department of Behavioral Health (DBH) 3. Department on Disability Services (DDS) 4. Department of Health (DOH) 5. Department of Health Care Finance (DHCF) 6. Department of Human Services (DHS) 7. Department of Parks and Recreation (DPR) 8. Department of Youth Rehabilitation Services (DYRS) 9. Office of Disability Rights (ODR) 10. Office of Aging (DCOA) Additionally, DMHHS oversees another independent entity, the DC Trust (formerly known as the Children and Youth Investment Trust Corporation). DMHHS provides agency oversight and support for all citywide health and human services-related policies, activities and initiatives under its jurisdiction including:
 

- Developing and supporting policies and programs to improve the delivery of services by government agencies and contracted providers
- Coordinating interagency activities and initiatives
- Identifying opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes
- Ensuring compliance with local and federal mandates

## 2016 Objectives

### FY16 Objectives

Objective Number	Objective Description
<b>Deputy Mayor for Health and Human Services (4 Objectives)</b>	
1	Oversee the development of policies and programs to improve the delivery and coordination of services by public agencies and contracted providers.
2	Oversee and facilitate the coordination of interagency activities and initiatives among District agencies
3	Identify opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes.
4	Coordinate inter-agency work to responsibly exit consent decrees and/or settlement agreements.

## 2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	FY 2013	FY 2014	FY 2015	FY 2015 Target	FY 2016 Target
<b>3 - Identify opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes. (2 Measures)</b>							
Percent of cluster agencies that stay within budget		Annually	100	100			100
Percent of cluster agencies that meet 75% of their performance measures		Annually	100	100			100
<b>4 - Coordinate inter-agency work to responsibly exit consent decrees and/or settlement agreements. (1 Measure)</b>							
Percent of consent decrees where progress is made on meeting exit criteria		Annually	100	100			100



## 2016 Workload Measures

Measure	Frequency of Reporting	FY 2013	FY 2014	FY 2015
<b>Workload Measure (3 Measures)</b>				
Number of external meeting requests	Annually	775	746	450
Number of complaints/intakes	Annually	105	246	406
Number of rulemaking/legislative review requests	Annually	128	144	180

## 2016 Initiatives

Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description
<b>Deputy Mayor for Health and Human Services - 1 (2 Initiatives)</b>				
1	Oversee the development of policies and programs to improve the delivery and coordination of services by public agencies and contracted providers.	1.1	Support implementation of the Early Development Instrument (EDI) Work with the Deputy Mayor for Education (DME), Office of the State Superintendent for Education (OSSE) and Raise DC.	In FY 16, DMHHS will ensure the cross-sector implementation of EDI and use resulting data to help the State Early Childhood Development Coordinating Council (SECDCC) and relevant stakeholders build on community assets and address gaps. This work will ensure that young children and families in the city receive the necessary supports and services from birth to age 8 to be ready to learn and develop successfully.
1	Oversee the development of policies and programs to improve the delivery and coordination of services by public agencies and contracted providers.	1.2	Oversee and coordinate the implementation of a three-year plan to transform current long-term supports and services (LTSS) programs and processes into a single No Wrong Door (NWD) system for all populations and payers.	The District is one of five states that received the Transforming State Long-Term Supports and Services (LTSS) Access Functions into a No Wrong Door System for All Populations and All Payers: Statewide Implementation grant through the Administration for Community Living (ACL). DMHHS will provide oversight of and guidance to the LTSS leadership council to implement the three year work plan to create and implement a No Wrong Door system in the District
TOT				
<b>Deputy Mayor for Health and Human Services - 2 (3 Initiatives)</b>				

2	Oversee and facilitate the coordination of interagency activities and initiatives among District agencies	2.1	Oversee and facilitate the interagency collaboration necessary to make the District of Columbia an Age-Friendly City, an inclusive urban environment that encourages active and healthy aging.	In FY 16, DMHHS will oversee and coordinate with District agency staff and federal and community partners to make continuous progress on the implementation of the Age-Friendly DC Strategic Plan. Of the 75 strategies included in the plan, DMHHS is the lead agency on six strategies. For each of these six strategies, DMHHS will craft a work plan and collaborate with the necessary partners to implement that plan. DMHHS will collect data and progress updates from all lead agencies and present quarterly updates to the Age-Friendly DC Task Force and maintain regular lines of communication with the public.
2	Oversee and facilitate the coordination of interagency activities and initiatives among District agencies	2.2	Oversee and facilitate the interagency collaboration necessary to implement Homeward DC, the District's Plan to end homelessness and make homelessness a rare, brief, and non-recurring experience.	The Interagency Council on Homelessness (ICH), now a part of DMHHS, will work in collaboration with key government and non-government stakeholders to finish the job of ending homelessness among Veterans by the end of 2015; ending chronic homelessness among individuals and families by the end of 2017; and by 2020, any household experiencing housing loss will be rehoused within an average of 60 days or less.
2	Oversee and facilitate the coordination of interagency activities and initiatives among District agencies	2.3	Oversee and facilitate the revision of the District's Olmstead Plan.	DMHHS will create an Olmstead Plan Working Group comprised of District and community stakeholders to provide guidance on a revision to the District's Olmstead Plan. An Olmstead Plan is a way for states to document its plan to provide services to individuals with disabilities in the most inclusive, integrated setting appropriate for the individual, given the available resources. DMHHS will present a revised Olmstead Plan for calendar year 2016 and will continue the Working Group to evaluate the District's reporting and provide recommendations to DMHHS for further revisions, as appropriate.

TOT

**Deputy Mayor for Health and Human Services - 3 (1 Initiative)**

3	Identify opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes.	3.1	Oversee and coordinate progress by DMHHS agencies towards meeting the District's Priority Goals to ensure alignment and completion.	In FY 16, DMHHS will track the work of all health and human services cluster agencies responsible for the implementation of identified priority goals in order to ensure timely completion and alignment with performance management standards. This includes the launch of Safer, Stronger DC Community Partnerships as part of the District's overall public safety agenda. This will be broad-based prevention strategy rooted in public health with the recognition that reducing crime is not accomplished through law enforcement alone. The approach will foster a community-oriented model to crime prevention and public safety.
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TOT

**Deputy Mayor for Health and Human Services - 4 (1 Initiative)**

4	Coordinate inter-agency work to responsibly exit consent decrees and/or settlement agreements.	4.1	Support the new elected Attorney General in understanding remaining outcomes and issues for all cluster consent decrees.	DMHHS assists cluster agencies and the Attorney General with inter-agency issues that arise in the implementation of agreed upon exit strategies and barriers that arise as a result of the lawsuits. With a newly elected Attorney General, the DMHHS will support him and his staff in understanding the remaining outcomes and outstanding issues in compliance and responsible exit from all cluster consent decrees. This support includes attending negotiation sessions with parties and facilitating strategic discussions to ensure compliance and responsible exit.
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**Office of the Deputy Mayor for Health and Human Services FY2016**

**Agency** Office of the Deputy Mayor for Health and Human Services **Agency Acronym** DMHHS **Agency Code** HGO **Fiscal Year** 2016

2016 Objectives

**FY16 Objectives**

Objective Number	Objective Description
<b>Deputy Mayor for Health and Human Services (4 Objectives)</b>	
1	Oversee the development of policies and programs to improve the delivery and coordination of services by public agencies and contracted providers.
2	Oversee and facilitate the coordination of interagency activities and initiatives among District agencies
3	Identify opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes.
4	Coordinate inter-agency work to responsibly exit consent decrees and/or settlement agreements.

2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	Current Fiscal Year Target	Q1FY2016	Q2FY2016	Q3FY2016	Q4FY2016	FY 2016	Was KPI Met?	Please explain any barriers to meeting your KPI Target?
<b>3 - Identify opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes. (2 Measures)</b>										
Percent of cluster agencies that stay within budget		Annually	100					100%	Met	
Percent of cluster agencies that meet 75% of their performance measures		Annually	100					100%	Met	
<b>4 - Coordinate inter-agency work to responsibly exit consent decrees and/or settlement agreements. (1 Measure)</b>										
Percent of consent decrees where progress is made on meeting exit criteria		Annually	100					100%	Met	

2016 Workload Measures

Measure	Frequency of Reporting	Q1FY2016	Q2FY2016	Q3FY2016	Q4FY2016	FY 2016
<b>Workload Measure (3 Measures)</b>						
Number of external meeting requests	Annually					300
Number of complaints/intakes	Annually					350
Number of rulemaking/legislative review requests	Annually					200

2016 Initiatives

Objective - Agency	Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description	Update from:	Initiative Status Update	Status of Impact	Explanation of Impact	% Complete	If not 100%, please explain why this initiative wasn't completed in FY16:
<b>Deputy Mayor for Health and Human Services - 1 (2 Initiatives)</b>											

Objective - Agency	Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description	Update from:	Initiative Status Update	Status of Impact	Explanation of Impact	% Complete	If not 100%, please explain why this initiative wasn't completed in FY16:
Office of the Deputy Mayor for Health and Human Services	1	Oversee the development of policies and programs to improve the delivery and coordination of services by public agencies and contracted providers.	1.1	Support implementation of the Early Development Instrument (EDI) Work with the Deputy Mayor for Education (DME), Office of the State Superintendent for Education (OSSE) and Raise DC.	In FY 16, DMHHS will ensure the cross-sector implementation of EDI and use resulting data to help the State Early Childhood Development Coordinating Council (SECDCC) and relevant stakeholders build on community assets and address gaps. This work will ensure that young children and families in the city receive the necessary supports and services from birth to age 8 to be ready to learn and develop successfully.	FY16Q4	The data collection was completed and OSSE analyzed it during the summer. This has been used to inform the implementation of EDI in policy and practice.	Demonstrable	Resulting data is helping the SECDCC and relevant stakeholders build on community assets and address gaps.	Complete	
Office of the Deputy Mayor for Health and Human Services	1	Oversee the development of policies and programs to improve the delivery and coordination of services by public agencies and contracted providers.	1.2	Oversee and coordinate the implementation of a three-year plan to transform current long-term supports and services (LTSS) programs and processes into a single No Wrong Door (NWD) system for all populations and payers.	The District is one of five states that received the Transforming State Long-Term Supports and Services (LTSS) Access Functions into a No Wrong Door System for All Populations and All Payers: Statewide Implementation grant through the Administration for Community Living (ACL). DMHHS will provide oversight of and guidance to the LTSS leadership council to implement the three year work	FY16Q4	The NWD team has accomplished most Year 1 work plan deliverables. However, DDS requested a carryover of funds as we were not fully staffed until April 2016. Therefore, some of the deliverables will not be fully complete until early in FY 2017.	Demonstrable	Because this is cross-agency initiative, the impact varies from incremental to demonstrable. Most of the impact is in Person-Centered Practices and adaptations to intake processes, with demonstrable impact at DDS, DBH, DCOA and DHCF, and incremental impact in the other agencies that are less far along in training their staff, managers and providers.	75-99%	This initiative is nearly complete and the NWD team continues to be fully staffed with an NWD Project Manager, 3 NWD Program Development Specialists and a half-time Management/Business Process Analyst. The NWD Leadership Council has continued to meet monthly and has been working cross-agency staff to ensure full implementation.

Objective - Agency	Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description	Update from:	Initiative Status Update	Status of Impact	Explanation of Impact	% Complete	If not 100%, please explain why this initiative wasn't completed in FY16:
<b>Deputy Mayor for Health and Human Services - 2 (3 Initiatives)</b>											
Office of the Deputy Mayor for Health and Human Services	2	Oversee and facilitate the coordination of interagency activities and initiatives among District agencies	2.1	Oversee and facilitate the interagency collaboration necessary to make the District of Columbia an Age-Friendly City, an inclusive urban environment that encourages active and healthy aging.	In FY 16, DMHHS will oversee and coordinate with District agency staff and federal and community partners to make continuous progress on the implementation of the Age-Friendly DC Strategic Plan. Of the 75 strategies included in the plan, DMHHS is the lead agency on six strategies. For each of these six strategies, DMHHS will craft a work plan and collaborate with the necessary partners to implement that plan. DMHHS will collect data and progress updates from all lead agencies and present quarterly updates to the Age-Friendly DC Task Force and maintain regular lines of communication with the public.	FY16Q4	The District remains on track for WHO designation as an Age-Friendly City by October 2017. In FY16, DMHHS accomplished the tasks and deliverables associated with this strategy, including coordination with agency staff and community partners, producing a progress report and dashboard, and providing regular updates to the Age-Friendly DC Task Force and the community.	Demonstrable	Age-Friendly DC coordinated with numerous agency, federal, and community partners to continue implementing the plan's strategies and progress updates were provided at the Sept 15th Task Force meeting-our fourth and final quarterly meeting of the fiscal year. 38% of the plan's strategies are complete or have made significant progress and 52% have made steady, moderate progress. All 6 of the Age-Friendly DC strategies of which DMHHS is the lead were determined by the Task Force to have made steady to significant progress.	Complete	
Office of the Deputy Mayor for Health and Human Services	2	Oversee and facilitate the coordination of interagency activities and initiatives among District agencies	2.2	Oversee and facilitate the interagency collaboration necessary to implement Homeward DC, the District's Plan to end homelessness	The Interagency Council on Homelessness (ICH), now a part of DMHHS, will work in collaboration with key government and non-government	FY16Q4	The Interagency Council on Homelessness (ICH) continues the implementation of the Homeward DC Plan alongside key stakeholders.	Demonstrable	The work of the ICH is foundational in that it establishes the infrastructure and framework for the 5 key objectives and the associated 29+ strategies.	0-24%	As explained in prior performance plan updates, the District's Plan to end homelessness by making it a rare, brief and non-recurring experience is a 5-yr initiative. While a tremendous amount

Objective - Agency	Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description	Update from:	Initiative Status Update	Status of Impact	Explanation of Impact	% Complete	If not 100%, please explain why this initiative wasn't completed in FY16:
				and make homelessness a rare, brief, and non-recurring experience.	stakeholders to finish the job of ending homelessness among Veterans by the end of 2015; ending chronic homelessness among individuals and families by the end of 2017; and by 2020, any household experiencing housing loss will be rehoused within an average of 60 days or less.				The following are some of the key activities undertaken in the last quarter of FY2016: 1) HSRA Modernization; 2) Winter Plan; 3) QI Mini-Clinics; 4) Youth Strategic Plan; 5) Leveraging Medicaid; and 6) preparation for FY17 resources.		of work is completed each quarter, 2016 was the first full year of implementation and we have another 4 years of hard work ahead of us.
Office of the Deputy Mayor for Health and Human Services	2	Oversee and facilitate the coordination of interagency activities and initiatives among District agencies	2.3	Oversee and facilitate the revision of the District's Olmstead Plan.	DMHHS will create an Olmstead Plan Working Group comprised of District and community stakeholders to provide guidance on a revision to the District's Olmstead Plan. An Olmstead Plan is a way for states to document its plan to provide services to individuals with disabilities in the most inclusive, integrated setting appropriate for the individual, given the available resources. DMHHS will present a revised Olmstead Plan for calendar year 2016 and will continue the Working Group to evaluate the District's	FY16Q4	In FY16, DMHHS created the Olmstead Plan Working Group; and revised the Olmstead Plan for calendar year 2016. The Working Group continues to evaluate and make recommendations on services to individuals with disabilities in the most inclusive, integrated setting appropriate for the individual, given the available resources.	Transformative	The 2016 Plan is evidence that the District is committed to more than just legal compliance. The Working Group continues to meet in 2016 on a regular basis, discussing comments people submitted about the Olmstead Plan, the District's progress, and revisions that need to be made for 2017.	Complete	

Objective - Agency	Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description	Update from:	Initiative Status Update	Status of Impact	Explanation of Impact	% Complete	If not 100%, please explain why this initiative wasn't completed in FY16:
					reporting and provide recommendations to DMHHS for further revisions, as appropriate.						
<b>Deputy Mayor for Health and Human Services - 3 (1 Initiative)</b>											
Office of the Deputy Mayor for Health and Human Services	3	Identify opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes.	3.1	Oversee and coordinate progress by DMHHS agencies towards meeting the District's Priority Goals to ensure alignment and completion.	In FY 16, DMHHS will track the work of all health and human services cluster agencies responsible for the implementation of identified priority goals in order to ensure timely completion and alignment with performance management standards. This includes the launch of Safer, Stronger DC Community Partnerships as part of the District's overall public safety agenda. This will be broad-based prevention strategy rooted in public health with the recognition that reducing crime is not accomplished through law enforcement alone. The approach will foster a community-oriented model to crime prevention and public safety.	FY16Q4	Safer Stronger DC (SSDC) launched in FY16, including 5 new hired staff and the establishment of an advisory committee and community action teams. SSDC continues to connect residents to employment services, social services and health services.	Incremental	SSDC continues to support community-driven events based on specific needs of neighborhoods. Along with key agency partners, SSDC is working on the implementation of the Advisory Committee's recommendations as part of the broader Safer, Stronger Community Partnerships Framework.	Complete	
<b>Deputy Mayor for Health and Human Services - 4 (1 Initiative)</b>											
Office of the Deputy	4	Coordinate inter-agency work to	4.1	Support the new elected Attorney	DMHHS assists cluster agencies and the Attorney	FY16Q4	In FY16, DMHHS supported the new Attorney	Demonstrable	All lawsuits are moving forward toward meeting	Complete	



Objective - Agency	Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description	Update from:	Initiative Status Update	Status of Impact	Explanation of Impact	% Complete	If not 100%, please explain why this initiative wasn't completed in FY16:
Mayor for Health and Human Services		responsibly exit consent decrees and/or settlement agreements.		General in understanding remaining outcomes and issues for all cluster consent decrees.	General with inter-agency issues that arise in the implementation of agreed upon exit strategies and barriers that arise as a result of the lawsuits. With a newly elected Attorney General, the DMHHS will support him and his staff in understanding the remaining outcomes and outstanding issues in compliance and responsible exit from all cluster consent decrees. This support includes attending negotiation sessions with parties and facilitating strategic discussions to ensure compliance and responsible exit.		General and his staff in understanding the remaining outcomes and outstanding issues in compliance and responsible exit from all cluster consent decrees.		exiting criteria. One example is Evans v. Bower: The Special Master found DDA in substantial compliance with the final five outcome criteria in the 2010 Plan for Compliance and Conclusion of the Evans v. Bowser class action case. His report with these findings has been forwarded to the federal judge presiding over this matter, with a status hearing being scheduled for January 10, 2017. The District expects exit soon.		

2016 Accomplishments

**Accomplishments**

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
No accomplishments found		



5014	Percent of cluster agencies that meet 85% of their performance measures	<input checked="" type="checkbox"/>	Annually		Not available	Not available	Not available	Not available	New Measure	100%	Annual Measure
5015	Percent of consent decrees where progress is made on meeting exit criteria	<input type="checkbox"/>	Annually		Not available	100%	100%	100%	100%	100%	Annual Measure

## 2017 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Oversee and facilitate the coordination of interagency activities and initiatives amongst health and human services cluster agencies to eliminate redundancies, leverage resources, create economies of scale, and improve outcomes. (5 Activities)</b>			
AGENCY OVERSIGHT AND SUPPORT	Communications	Support EOM Communications and HHS Cluster agency Public Information Officers (PIOs) with the efficient collection and distribution of information within and outside of government.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Legislation and Council Relations	Review and approval of all HHS Cluster agencies' legislative requests and coordinate with Mayor's Office of Policy and Legislative Affairs (OPLA) and DC Council on legislative-related matters.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Rulemaking	Review and approval of all HHS Cluster agencies' rulemaking requests.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Budget	Support to HHS Cluster agencies regarding budget needs and priorities to ensure agency and Mayoral priorities.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Inter-agency and special initiatives	Ongoing broad oversight of- and support to - HHS Cluster agencies across special and/or inter-agency initiatives.	Daily Service
<b>2 - Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals. (4 Activities)</b>			
AGENCY OVERSIGHT AND SUPPORT	Interagency Council on Homelessness (ICH)	Oversee and facilitate the implementation of Homeward DC, the District's Plan to end homelessness and make it a rare, brief, and non-recurring experience.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Age-Friendly DC	Oversee and facilitate the implementation of Age-Friendly DC Strategic Plan, the District's Plan to make DC an inclusive urban environment that encourages active and healthy living.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Safer Stronger DC Community Partnerships	Oversee and manage the activities associated with fostering a place-based prevention strategy rooted in public health and a community-oriented model to crime prevention and public safety.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Short-term Family Housing	Oversee and facilitate the inter-agency collaboration to build and/or renovate identified short-term family housing sites in each ward of the city by 2018 and thereby close DC General.	Key Project
<b>3 - Create and maintain a highly efficient, transparent and responsive District government.** (2 Activities)</b>			
PERFORMANCE MANAGEMENT ACTIVITY	Performance Planning	Review and approve HHS Cluster agencies' performance plans to ensure improved outcomes, accurate information, and efficiencies at the agency-level.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Constituent Relations	Receive, track, and resolve health and human services-related constituent issues and concerns brought up to the attention of DMHHS.	Daily Service

## 2017 Workload Measures

Measure	New Measure/ Benchmark Year	Add Historical and Target Data (FY17)	Numerator Title	Units	Frequency of Reporting	FY 2014	FY 2015	FY 2016 Actual	FY 2017 Quarter 1
<b>2 - Safer Stronger DC Community Partnerships (1 Measure)</b>									
Safer Stronger DC Community Partnerships	<input checked="" type="checkbox"/>		Number of DC Residents that are directly informed about the Safer Stronger DC Community Partnerships Office and its services through personal engagement efforts (examples might include: door-to-door engagement and small group presentations).	Residents	Annually	Not available	Not available	New Measure	Annual Measure

## 2017 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>AGENCY OVERSIGHT AND SUPPORT (11 Strategic initiative-operation links)</b>		
Implementation of Age-Friendly DC Strategic Plan	In FY 17, DMHHS will oversee and coordinate with District agency staff and federal and community partners to make continuous progress on the implementation of the Age-Friendly DC Strategic Plan, collect data and track progress updates from all lead agencies.	09-30-2017
Age-Friendly DC Final Report	At the end of FY17, DMHHS will submit a final report to the World Health Organization and AARP National to demonstrate progress and achievements, since launching Age-Friendly DC in 2012.	09-30-2017
Prepare for Age-Friendly DC 2017-2022 Strategic Plan	In FY17, Age-Friendly DC will work with new stakeholders across sectors and populations as well as the current Task Force to begin adjusting current and developing new strategies for inclusion in the Age-Friendly DC 2017-2022 Strategic Plan with greater focus on intergenerational programs, policies, and strategic actions.	09-30-2017

Age-Friendly Training for all DC Government Employees	In FY17, Age-Friendly DC will work with DCHR to develop training for DC government employees on best practices for providing age-friendly communication, customer service and other services.	09-30-2017
Young Parents	In FY17, DMHHS, in conjunction with inter-agency partners will establish a Young Parents effort that improves service coordination and delivery for parents ages 17-25 in order to reduce the number of at-risk families who touch high-end crisis systems (such as homelessness, juvenile justice, or child welfare).	09-30-2017
Safer Stronger DC Plan implementation	In FY17, the Safer Stronger DC Community Partnerships team will work with the Safer Stronger DC Steering Committee to implement the Safer Stronger plan.	09-30-2017
Homeless Services Reform Act (HSRA) Modernization	The DC Interagency Council on Homelessness will manage a process to identify changes needed and draft revised language to the DC Homeless Services Reform Act (HSRA). This legislation was developed over a decade ago, and is currently focused largely on shelter-based programming and keeping people safe during severe weather. The FY 17 updates will bring the legislation in line with current local and federal strategies to end homelessness.	09-30-2017
United Medical Center Turnaround	In FY17, DMHHS will coordinate the District's efforts to develop a long-term strategy to support, stabilize and ensure the operational and financial success of the District's safety net hospital, the United Medical Center (UMC).	09-30-2017
Safer, Stronger DC (SSDC) Community Partnerships - Community Building Projects	The Safer, Stronger DC (SSDC) Community Partnerships Action Teams will work with the community Action Teams in neighborhoods within 6 targeted Police Service Areas (PSAs) to select and execute community building projects. Planning and implementation of at least 6 events will occur by 12/31/16. Potential project ideas to date include a "light up the neighborhood" event (a door-to-door effort to test/change porch light bulbs and ensure that adequate safety lighting is available in the neighborhood), a recruitment campaign for the winter Snow Team to assist neighbors with snow removal, or neighborhood cleanups. Selected events will build community, promote community ownership and empowerment, and provide positive energy in targeted communities.	12-31-2016
Healing Circles	In FY17, using a trauma-informed approach, the Safer, Stronger DC Community Partnerships Office (SSDC) will add Healing Circles to the Community Stabilization Process. These are professionally led self-help support groups in which communities come together to process the impact of trauma. Healing circles provide an outlet for community members to grieve and express their emotions through various therapeutic outlets including singing, dancing, drumming, prayer, spoken word and meditation.	09-30-2017
Home Visiting Council Restructuring.	The Home Visiting Council is being restructured to better guide home visiting policies in DC. In FY17, DMHHS will work with community partners and the DC Department of Health to support the new mission of the Council and strategies that promote the best outcomes for maternal, infant and early childhood health in the District.	09-30-2017

## 2017 Strategic Initiatives Update

Initiative Updates	Strategic Initiative-Operation Link - Strategic Initiative Title	Initiative Status Update	% Complete to date	Confidence in completion by end of fiscal year (9/30)?	Status of Impact	Explanation of Impact	Supporting Data	FY2017 Quarters
<b>Age-Friendly DC Final Report (1 Initiative Update)</b>								
	Age-Friendly DC Final Report	An outline for the report has been drafted by Age-Friendly DC staff and research needs are being identified.	0-24%	High	Incremental	Research needs identified have prompted conversations with agency and community partners to begin collecting data to compare changes from 2012-2017.		FY17Q1
<b>Age-Friendly Training for all DC Government Employees (1 Initiative Update)</b>								
	Age-Friendly Training for all DC Government Employees	An initial kickoff with DCHR was held. Age-Friendly is working on researching some comparative trainings elsewhere and developing a curriculum to present to DCHR for further discussion.	0-24%	High	None	Once the training is completed we will be able to measure the number of DC Government employees who go through it. Those participating will be empowered to adopt changes to their agency's communication and customer service that make it more age-friendly.		FY17Q1
<b>Healing Circles (1 Initiative Update)</b>								
	Healing Circles	Healing Circles were conducted in two of the six priority PSAs in 2016, PSA 602 and PSA 702. The healing circle in PSA 602 will be held on a monthly basis and the healing circle in PSA 702 will be conducted based on community input. Remaining healing circles will be completed in FY17 using PSA 602 and PSA 702 as a model for implementation.	0-24%	High	Incremental	Healings Circles have allowed for residents in our priority PSAs to develop alternative methods to express emotions after traumatic experiences. Residents are learning to take control of negative feelings and channeling them in constructive ways.		FY17Q1

<b>Home Visiting Council Restructuring. (1 Initiative Update)</b>							
Home Visiting Council Restructuring.	DC Action for Children is leading the effort. DMHHS supports via representation on two committees: sustainability and data.	25-49%	Medium	Incremental	Once fully restructured, HVC will better guide support for families in DC.		FY17Q1
<b>Homeless Services Reform Act (HSRA) Modernization (1 Initiative Update)</b>							
Homeless Services Reform Act (HSRA) Modernization	The ICH convened a community process (July - September 2016) to support the modernization of the Homeless Services Reform Act (HSRA). Throughout the process many partners expressed reservations about the expedited timeline for modernizing the HSRA. In response to the feedback, the legislative changes were divided into two phases. For the first phase, a handful of high priority items were introduced on 9/19. For the second phase, the ICH hosted 4 meetings throughout the fall and winter to continue working on language for a second package.	50-74%	High	Demonstrable	Emergency legislation related to exempting Medicaid Respite was introduced on Sept 9/19 and approved 12/20 allowing for immediate expansion of Medical Respite beds.	B21-0984-SignedAct.pdf	FY17Q1
<b>Implementation of Age-Friendly DC Strategic Plan (1 Initiative Update)</b>							
Implementation of Age-Friendly DC Strategic Plan	Agencies across government continue to be engaged in the implementation of Age-Friendly DC strategies. Age-Friendly DC had a Task Force meeting in November that focused on how agencies can model the way to change perceptions around aging in the workforce and the language that they use. Dashboard updates on all Age-Friendly DC strategies will be presented at the next Task Force meeting in February.	25-49%	High	Incremental	Through the implementation of the Age-Friendly DC plan, agencies throughout DC Government and community partner organizations not only have had to focus on carrying out the work assigned to their agencies in the plan, but have also had the opportunity to reflect on the role that their agency plays in serving older adults in the District.		FY17Q1
<b>Prepare for Age-Friendly DC 2017-2022 Strategic Plan (1 Initiative Update)</b>							
Prepare for Age-Friendly DC 2017-2022 Strategic Plan	Age-Friendly DC staff presented a timeline to the Task Force at its November meeting that calls for Community Consultations to begin with DC residents in February and last through April. Findings from these Consultations will be shared with the Task Force in June. Two new domains will be added to the next Age-Friendly DC plan based on feedback from DCOA's Needs Assessment, food security and caregivers.	0-24%	High	Incremental	While this is just the beginning of the planning process for the 2017-2022 Plan, there will be demonstrable changes that come out of this: two new domains have already been identified, new strategies will be developed, and new partners will assume roles on the Task Force.		FY17Q1
<b>Safer Stronger DC Plan implementation (1 Initiative Update)</b>							
Safer Stronger DC Plan implementation	The Safer, Stronger DC Steering Committee has approved "SSDC Government Action Team Meetings" that convene on a monthly basis to guide the implementation of the prevention plan. Participants in these meetings include key government agencies that impact work done by Safer, Stronger DC and impact crime prevention/violence reduction in the District. Agencies include: DPR, DBH, MPD, DCPS, DCHA, and DOH.	25-49%	High	Incremental	Impact of this strategic initiative has been felt through Ward focused collaborative meetings that have been established with Wards 5, 6, 7 and 8 outreach workers from multiple agencies. These meetings have consisted of information sharing, event planning and resource referral connection. Components of the Safer, Stronger Plan have been discussed at these meetings resulting in recommendations for implementation.		FY17Q1

<b>Safer, Stronger DC (SSDC) Community Partnerships - Community Building Projects (1 Initiative Update)</b>							
Safer, Stronger DC (SSDC) Community Partnerships - Community Building Projects	Community building projects were completed in 3 of our 6 PSAs in 2016. Multiple projects have been completed in PSA 702 with an additional project completed in January 2017 in PSA 602.	50-74%	High	Incremental	Community building projects have developed comradery within our priority neighborhoods. Collaboration between service providers has been established which will lead to sustainable programming in our priority PSAs. Community Building projects have allowed for CBOs to work together that have rarely worked together in the past.		FY17Q1
<b>United Medical Center Turnaround (1 Initiative Update)</b>							
United Medical Center Turnaround	Completed site feasibility study for a potential new hospital. Working with key stakeholders on a long-term strategy.	25-49%	Medium	Incremental	Ensuring long-term strategy for UMC will have the highest impact for residents in wards 7 and 8 to have access to reliable, high quality health care.		FY17Q1
<b>Young Parents (1 Initiative Update)</b>							
Young Parents	Completed a comprehensive readiness assessment of the System of Care in the District for Young Parents in partnership with the American Public Human Services Association (APHSA). Convened a working meeting of the Senior Staff to brief them on the assessment findings and develop recommendations to the Deputy Mayor for implementation	0-24%	Medium	Incremental	The impact of work to date is in the increasing understanding among Senior Staff of the disproportionate impact Young Parents have on District service delivery systems, especially those providing crisis services, such as Homeless Services and Child Welfare, and of the need to understand the developmental needs of Young Parents as a part of effectively serving them and keeping them and their children from needing crisis services.		FY17Q1

## **DISTRICT OF COLUMBIA Protocol for the Disposition of Property Found on Public Space and Outreach to Displaced Persons**

### **I. PURPOSE**

The purpose of this Protocol for the Disposition of Property Found on Public Space and Outreach to Displaced Persons (“Protocol”) is to establish responsibilities and procedures for the Government of the District of Columbia (“District”) for disposition and, where appropriate, protection of property, including personal property, discovered during government cleanups and inspections of bridges and tunnels and other public spaces that are known or discovered to be frequented by individuals who are experiencing homelessness. It is also to outline an approach that seeks to assist these individuals to better stabilize their living condition by conducting outreach and offering certain support services including temporary shelter and permanent housing placements when they are available, applicable, and the individual is interested in receiving these services.

The Protocol is intended to provide direction to the agencies involved in inspecting and cleaning those areas of public space frequented by homeless individuals. This protocol does not create any enforceable third party rights on behalf of any member of the public or any individual whose property may be the subject of this protocol.

### **II. BACKGROUND**

The District, in an effort to maintain and improve the quality of life of its communities, performs certain functions such as inspecting bridges and tunnels and cleaning public space areas to maintain the District as a clean and safe place. Property that is owned by individuals who are experiencing homelessness may be found in public space areas.

As part of the District's ongoing efforts to work with persons who are experiencing chronic homelessness, the District remains committed to providing support to persons affected by the cleanup of these public spaces. Through outreach and the provision of human services, the District seeks to move affected persons to more appropriate and permanent housing solutions when they are available, applicable, and the individuals are interested in receiving these services.

### **III. RELEVANT AGENCIES AND ROLES**

The Department of Human Services (DHS) under the Office of the Deputy Mayor for Health and Human Services (DMHHS) serves as the lead entity responsible for overseeing, tracking, and coordinating the implementation of the Protocol, as well as providing outreach services to individuals who are experiencing homelessness at identified sites. DHS is also responsible for coordinating monthly meetings with primary agencies to discuss locations to be prioritized for implementation of the Protocol.

The primary District agencies responsible for implementing the Protocol include the following:

- Department of Behavioral Health (DBH) - Responsible for providing outreach services to

individuals displaying mental health issues at identified sites, completing surveys of reported locations, and providing information back to DHS.

- Department of Transportation (DDOT) - Responsible for maintaining public space in general and for inspecting District-owned bridges and tunnels at least every two (2) years. Responsible for posting and removing notification signs of a pending disposition and for issuing notices of infraction. Responsible for providing traffic control services as requested during the scheduled time to clear property from the identified site (“cleanup”).
- Department of Public Works (DPW) - Responsible for collecting and disposing of debris when a cleanup is underway.
- Metropolitan Police Department (MPD) – Responsible for providing security when a cleanup is underway.
- DMHHS – Responsible for providing support, when needed, with interagency coordination. Responsible for providing oversight of DHS to monitor adherence to Protocol.

In addition to those listed above, the following agencies may also be contacted to participate in the Property Disposition process and provide supportive services when appropriate:

- Non-governmental organizations providing homeless outreach services;
- Child and Family Services Agency (CFSA);
- Department of Health (DOH);
- Department of Parks and Recreation (DPR);
- DC Office on Aging (DCOA);
- District of Columbia Water and Sewer Authority (DC Water) (independent);
- Homeland Security and Emergency Management Agency (HSEMA);
- Department of Consumer and Regulatory Affairs (DCRA);
- Department of General Services (DGS); and
- The Mayor’s Office of Community Relations and Services (MOCRS).

#### **IV. RELEVANT AUTHORITY**

District of Columbia statutes and regulations providing authority to clean up and dispose of property that is owned by individuals who are experiencing homelessness and left in the public space:

- The District government may conduct any or all operations involved in collecting and disposing of city refuse (D.C. Official Code § 8-741).
- DPW is delegated authority to collect and dispose of city refuse of every kind (Mayor's Order 2006-145).
- Prohibiting the occupancy of public space without a permit (24 DCMR § 100.1).
- No person or persons shall set up, maintain, or establish any camp or any temporary place of abode in any tent, wagon, van, automobile, truck, or house trailer, of any description, or in any combination, on public or private property, without the consent of the Mayor of the District of Columbia (24 DCMR § 121.1).
- D.C. Official Code § 50-921.19(d):
  - (1) Where a violation of this subchapter or a rule promulgated under the authority of this



subchapter presents an actual or potential hazard to the public, the Director may summarily remove private property unlawfully occupying public space, repair damage to the public space caused by the violation, and take action to protect the public from the effects and potential effects of the violation. If such action is taken by the Director, the Director shall issue a notice of infraction pursuant to the Civil Infractions Act.

- (2) In addition to the information required under § 2-1802.01(b), the notice of infraction shall include the following information: (A) A description of the action taken by the Director; (B) The amount the respondent must pay pursuant to subsection (f) of this section; provided, that the Director may recover the costs and expenses authorized by subsection (f) of this section, or any portion of those costs and expenses, through a separate notice of infraction; (C) A statement that the respondent has a right to request an expedited hearing by making this request in writing within 5 days after service of the notice; (D) The method by which the respondent may recover property removed from the public space, if any; and (E) The deadline by which the respondent must recover the property. (3) If a respondent has requested an expedited hearing, the Office of Administrative Hearings shall conduct the hearing within 72 hours after receipt of the request.

## **V. APPLICATION OF THE PROTOCOL**

The Protocol applies to property that is left in the public space maintained by the Government of the District of Columbia.

The Protocol does not apply to any property that is left in the public space located on federal property, including National Park Service land, WMATA property, or private property. Such cases shall be referred to the National Park Service, other appropriate federal or interstate entity, or property owner. District agency personnel, however, may provide outreach to the individuals experiencing homelessness at the site.

The Protocol applies when the property left in the public space presents a security, health, or safety risk, interferes with community use of public space, or becomes a significant community nuisance. All sites should be reported to DHS. If initial notification is made to another government agency, it shall refer the matter to DHS to initiate the site survey process. Upon notification of a reported site, DHS will conduct or request that DBH conduct a site survey using a survey tool within three business days to determine whether the site satisfies the requirements to apply the Protocol.

As part of the site survey, DHS or DBH will contact District agencies and/or non-governmental entities that may have familiarity with the individuals experiencing homelessness at the site and who may be able to provide additional facts or background on the site in question.

After the site survey, if it is determined that the Protocol applies as defined above, DHS/DBH will determine whether the site requires standard or immediate disposition. DMHHS will maintain a list of all reported sites including the outcome of the site survey, whether standard or immediate disposition is recommended, and the status of the Protocol implementation.

Following the site survey, DHS is responsible for communicating with the referral source the outcome of the site survey and the District's next steps.

Persons reporting sites on Federal property will be informed that the District does not have jurisdiction of the reported location; nonetheless, notification will be provided to Federal partners at the National Park Service and the U.S. Park Police for management. Any reports of sites located on WMATA property or private property, also outside of the District's jurisdiction, will be advised to contact MPD for guidance.

Sites that do not meet the threshold to apply the Protocol will be surveyed on a bi-weekly basis, or as needed, to determine if there are changes in classification; such findings will be provided to the initial referral source, upon request.

## **VI. STANDARD DISPOSITION**

### **A. Notice**

For standard disposition, DHS will contact the primary District agencies and provide those agencies with as much of the following information as possible:

- The name and location of the public space where the individuals and/or property are located;
- The name(s) of and contact information for all government personnel who have inspected the site;
- Any information that is relevant to setting a proposed date for a cleanup;
- The location of any property at the site;
- The types and volume of property at the site;
- The number of adults and children who may be impacted; and
- Identification of social services that may be required including temporary shelter and permanent housing placements when they are available, applicable, and individuals are interested in receiving these services.

DHS will mobilize the appropriate resources necessary to address the circumstances presented by each site. When practicable, assigned representatives from the relevant support agencies listed in Section III will be notified for inclusion before taking action that may affect property found at each site.

#### **(1) Initial Notice**

Fourteen (14) days prior to the planned action to conduct a cleanup, DDOT shall post notices/signs conspicuously throughout the immediate vicinity of the public space to be cleaned ("Initial Notice"). The Initial Notice shall contain the following information:

- The designated area to be cleaned;
- The specific date and time by which persons must remove their property from the site before cleanup begins ("on or after date");
- A statement that any items not removed by the cleanup deadline are subject to removal and disposal; and
- Contact numbers of support agencies including DHS, DBH, the Community Partnership for the Prevention of Homelessness, and the Washington Legal Clinic for the Homeless.

Twenty-eight (28) days after it is posted, the Initial Notice becomes invalid and must be reposted to effectuate another cleanup.

(2) Final Notice

Upon confirming the date and time when property will be cleared and at least forty-eight (48) hours before the confirmed scheduled cleanup, DDOT will update the Initial Notice with the scheduled cleanup date and time. This updated Initial Notice shall constitute the "Final Notice." Should the cleanup date be changed or delayed, beyond the posted time, DDOT will update the Final Notice at least forty-eight (48) hours in advance of the new cleanup date. Additionally, DHS and/or DBH outreach workers will make every effort to share this information verbally with anyone at the site to ensure those who are unable to read or have difficulty comprehending the information are made aware of the impending cleanup action.

No cleanup shall be effectuated absent posting of a Final Notice at least forty-eight (48) hours prior to the cleanup time, provided no emergency exists that would require the immediate removal of property.

(3) Removal of Signs

DDOT shall be responsible for removing any and all notification signs twenty-eight (28) days after installation.

**B. Outreach**

DHS will coordinate outreach efforts at any location to be cleaned. Other agencies (DBH, DOH/APRA, CFSA, and DCOA) will participate in the outreach efforts as necessary and offer relevant services to the individuals experiencing homelessness, including temporary shelter and permanent housing placements when they are available, applicable, and the individual is interested in receiving these services. The purpose of the outreach is to attempt to address the needs of these individuals and to track the impact of cleanup efforts on their well-being.

Upon a decision to conduct a cleanup at a public space site, District agencies will take reasonable steps to allow the affected individuals to voluntarily remove their personal property by allowing at least fourteen (14) days to do so, provided no emergency exists that would require the immediate removal of the property. Outreach teams from DHS and DBH or other community partners, when applicable, will visit the site to engage and support persons experiencing homelessness by offering to connect them with shelter and/or housing options and relevant services. If any persons at the site have not yet had a Service Prioritization Decision Assistance Tool (SPDAT) survey conducted, the outreach teams will offer to complete the survey with that person and explain its significance in securing housing.

If a housing placement has not been secured prior to the scheduled cleanup of the site, efforts will continue to be made to locate safe short-term housing or shelter options prior to any cleanup occurring. Outreach workers will continue to work with affected individuals experiencing homelessness in an effort to secure housing placement to individuals interested in receiving these services.

Concurrently with the posting of any Initial Notice and Final Notice, DHS will, by e-mail, notify the Interagency Council on Homelessness (“ICH”) Outreach Workgroup Chair (or delegate) when a cleanup is scheduled. The Outreach Workgroup Chair (or delegate) will be responsible for sharing the information with the applicable outreach team(s) assigned to the area.

No cleanup shall be effectuated absent notification to the ICH Outreach Workgroup Chair (or delegate) at least forty-eight (48) hours prior to the cleanup time, provided no emergency exists that would require the immediate removal of property.

### **C. Removal of Property**

On the morning of the scheduled cleanup, DHS will provide containers or bags to all individuals experiencing homelessness present for storage of their belongings, including two 40-gallon storage boxes/bins. Requests for containers or bags to be provided prior to the morning of the scheduled cleanup will be addressed on a case by case basis.

During any cleanup, the District shall retain and store all items that are able to be contained within the two 40-gallon storage boxes/bins for sixty (60) days, unless the property in question are:

- Live animals
- Illegal items
- Infested with bugs
- Explosives
- Wet or heavily soiled items
- Foods or liquids

DHS will arrive at the site one hour in advance of the scheduled cleanup to confirm everyone who is interested in packing belongings has the opportunity to do so.

In all cases, DHS shall ensure that these procedures are observed:

- DHS will maintain an inventory of any and all belongings stored.
- DHS shall not discard:
  - Any form of personal identification, including driver's licenses and passports; Social Security cards; photographs; financial, legal, or medical documents; or other documents of importance;
  - Any fully assembled and operational bicycle or non-motorized means of transportation;
  - Any functional tent that requires storage; or
  - Any permissible belongings designated by an individual for storage within the two provided 40-gallon box/bins, whether through placement in the box/bins, in black trash bags, or through other reasonable written or oral means.

### **D. Temporary Holding of Property**

In the event that DHS or an individual designates items for temporary holding, property owners may

retrieve these items within sixty (60) days by contacting DHS at the number posted on the DDOT notice. Property owners must show adequate verification of ownership, including accurately describing the property in question. Upon request, DHS will arrange for items stored after a cleanup to be made available for pickup by the individual experiencing homelessness during normal government business hours, and for individuals that are moving into permanent housing, delivery options will be provided. Upon the expiration of the sixty (60) -day period or as soon as practicable thereafter, DHS may discard the items.

#### **E. Post-Cleanup**

Immediately following the cleanup of public space, DDOT will post a notice specifying that the area has been cleaned by the District and that any property left at the location is subject to removal. DDOT signs posted at the site will indicate where and how temporarily stored items may be retrieved and contact numbers for DHS, DBH, the Community Partnership for the Prevention of Homelessness, and the Washington Legal Clinic for the Homeless. DDOT shall be responsible for removing any and all notification signs twenty-eight (28) days after installation.

DHS shall notify all District agencies involved that the cleanup has occurred, so that each District agency may take any appropriate follow-up actions.

Following the cleanup of a site, DHS/DBH will be responsible for continual engagement of any affected individuals to offer District services as long as the individual is willing to accept them. If there are any pending issues that need to be addressed to secure the site, DHS will serve as the lead in coordinating these efforts.

### **VII. IMMEDIATE DISPOSITION**

Assigned representatives from the primary District agencies listed above will be notified for inclusion in a Property Disposition Conference Call before an action is taken that may affect property on public space. However, if property alongside a bridge, tunnel, or other public space must be disposed of immediately due to an emergency, health risk, or safety risk, the conference call will take place as soon as practicable before or after the cleanup.

The goals of the conference call are to inform all appropriate District agencies of the details of the situation, provide the rationale for the immediate versus standard disposition of the Protocol, agree which support agencies should be involved, request appropriate support for individuals at the site who are experiencing homelessness, if applicable, and plan for any post-cleanup tasks.

For situations involving a security risk, DHS, or the agency tasked by DHS, shall contact MPD and MPD will take whatever action is necessary to immediately reduce a potential security threat or threat to public safety.

For situations involving a health or safety risk, DHS shall immediately convene a Property Disposition Conference Call with the appropriate agencies, which may include DBH, DOH, DDOT, DPW and DMHHS, to determine an immediate course of action to address the emergency and reduce any

potential risk to health or safety, and ensure appropriate support services and resources are rapidly deployed to affected individuals.

Immediately following the cleanup of public space, DDOT will post a notice specifying that the area has been cleaned by the District and that any property left at the location was removed. The notice will also indicate where and how temporarily stored items may be retrieved and contact numbers for DHS, DBH, the Community Partnership for the Prevention of Homelessness, and the Washington Legal Clinic for the Homeless. DDOT shall be responsible for removing any and all notification signs twenty-eight (28) days after installation. DDOT shall provide any additional notice or notices as may be required by law or regulation.

Pursuant to the authority granted to the City Administrator by Mayor's Order 2015-036, dated January 9, 2015, the officers, employees, departments, and agencies that are identified in this Protocol are directed to perform their roles, functions, and duties in the manner described therein, until such time as this Protocol is amended or revoked.

  
\_\_\_\_\_  
Rashad M. Young, City Administrator

11/21/2016  
Date

## **Office of the Deputy Mayor of Health and Human Services Oversight Questions**

- 1. Please provide a current organizational chart for the Office of the Deputy Mayor for Health and Human Services (DMHHS). Please provide information to the activity level. In addition, please identify the number of full time equivalents at each organizational level, including detailed employees, and the employee responsible for the management of each program and activity. If applicable, please provide a narrative explanation of any organizational changes made during FY16 or to date in FY17.**

Attached is the organizational chart for the Office of the Deputy Mayor for Health and Human Services (*Attachment Q1 – Organizational Chart*). As of February 2017, this office has 16.75 full-time FTEs, two detailed-in FTE, one grant-funded FTE, one Howard University undergraduate Intern, and one temporary contracted employee as indicated on the organizational chart.

The following staffing changes occurred during FY16 to date in FY17:

1. HyeSook Chung was appointed Deputy Mayor for Health and Human Services. Brenda Donald returned to the Child and Family Services Agency (CFSA) as Acting Director.
2. Tene Dolphin was hired as the Chief of Staff for DMHHS. Rachel Joseph is now serving as Chief of Staff at CFSA.
3. Christian Barrera-Mercado served as Interim Chief of Staff and will permanently transition to Deputy Chief of Staff.
4. Jenna Cevasco was detailed to DHS, and transitioned out of DMHHS to serve full-time as Interim Chief of Staff for DHS.
5. Six (6) new FTEs (Michael Dodson, Cherise Matheson, Carmen Berry, Cameron Shields, Marvin Gay, Rachael Streeter) were hired as part of the Safer, Stronger DC Community Partnerships Office.
6. Sakina Thompson was detailed from DHS and subsequently hired as Senior Policy Advisor.
7. Shawn Jedge was placed at DMHHS as Project Director of the Byrne Criminal Justice Innovation Program as part of the Byrne grant from the Department of Justice.
8. Tia Butler was hired as a temporary employee on contract to work on constituent services.
9. Rashida Brown, Policy Analyst detail from DHCF, transitioned out of DMHHS to serve as the new Director of Early Learning at the Office of the State Superintendent of Education (OSSE).
10. Kathy Haines completed her Capital City Fellow rotation and started a new one at DHCD.

11. Benjamin Link was hired as Administrative Support Specialist.
12. Lundy Davis joined DMHHS as an undergraduate unpaid intern from Howard University.

- 2. Please provide the source and amount of funds used by DMHHS to operate in FY16. Please provide the Committee with expenditures at the agency level, broken out by source of funds and by Comptroller Source Group and Comptroller Object.**

Please see Attachment Q2 & 3ABC – FY16 and FY17 Budget and Expenditures.

- 3. Please provide the following budget information for DMHHS, including the amount budgeted and actually spent to date in FY17. In addition, please describe any variance between the amount budgeted and actually spent to date FY17:**
  - A. At the agency level, please provide the information broken out by source of funds and by Comptroller Source Group and Comptroller Object.**
  - B. At the program level, please provide the information broken out by source of funds and by Comptroller Source Group and Comptroller Object.**
  - C. At the activity level, please provide the information broken out by source of funds and by Comptroller Source Group.**

Please see Attachment Q2 & 3ABC – FY16 and FY17 Budget and Expenditures.

- 4. Please complete the attached Program and Activity Detail Worksheet for each program and activity within DMHHS.**

Please see Attachment Q4 – Program and Activity Detail Worksheet.

- 5. Please provide a complete accounting of all intra-district transfers received by or transferred from DMHHS during FY16 and to date in FY17. For each, please provide a narrative description as to the purpose of the transfer and which programs, activities and services within DMHHS the transfer affected.**

Please see attached Q5 – Intra-District FY16 and FY17 to date.

- 6. Please provide a complete accounting of all reprogrammings received by or transferred from DMHHS during FY16 and to date in FY17. For each, please provide a narrative description as to the purpose of the transfer and which programs, activities and services within DMHHS the reprogramming affected.**



Please see Attachment Q6 Reprogramming for FY16 and to date in FY17.

**7. Please provide the following information for all grants awarded to DMHHS during FY16 and to date in FY17, broken down by DMHHS program and activity:**

- D. Grant Number/Title;**
- E. Approved Budget Authority;**
- F. Expenditures (including encumbrances and pre-encumbrances);**
- G. Purpose of the grant;**
- H. Grant deliverables, including grantee performance;**
- I. Grant outcomes;**
- J. Any corrective actions taken or technical assistance provided;**
- K. DMHHS program and activity supported by the grant;**
- L. DMHHS employee responsible for grant deliverables; and**
- M. Funding source**

DMHHS only has local and intra-District funds. In FY17, DDOT and DMHHS entered into an MOU to gather transportation safety data as part of a \$20,000 grant to DMHHS related to: pedestrians, including seniors and persons with disabilities; and dangerous behaviors that limit accessibility and safe transportation. DDOT provided the funds to DMHHS for data collection. Please see attached Q5 – Intra-District FY16 and FY17 to date.

In addition, in FY17 the U.S. Department of Justice awarded the Office of Victims Services and Justice Grants (OVSJG) a \$1,000,000 Byrne Criminal Justice Innovation Grant (BCJI). OVSJG and DMHHS have entered into a Memorandum of Understanding (MOU) for DMHHS to carry out the roles and responsibilities associated with the grant. The BCJI grant has provided federal funds to the District over three-year period to address the underlying risk factors and key drivers of crime to support the planning and implementation phases of this grant initiative. This work involves bringing together diverse partners including law enforcement, researchers, and residents to analyze crime drivers and pursue strategies that reduce crime, spur revitalization, and build community-police collaboration. OVSJG and DMHHS will be responsible for implementing a one-year of planning by facilitating a data-driven, neighborhood-based planning process that will result in a strategic plan for the Lincoln Heights/Richardson Dwellings community located in PSA 602 and 608 within Ward 7 and a two-year implementation effort to achieve the initiative's goals.

**8. Please provide the following information for all grants/subgrants awarded by DMHHS during FY16 and to date in FY17, broken down by program and activity:**

- N. Grant Number/Title;**
- O. Approved Budget Authority;**
- P. Expenditures (including encumbrances and pre-encumbrances);**
- Q. Purpose of the grant;**
- R. Grant deliverables;**
- S. Grant outcomes, including grantee/subgrantee performance;**
- T. Any corrective actions taken or technical assistance provided;**
- U. DMHHS employee/s responsible for overseeing the grant; and**
- V. Funding source.**

DMHHS did not award any grants in FY16 or FY17 to date.

**9. Please provide the following information for all contracts awarded by DMHHS during FY16 and to date in FY17, broken down by program and activity:**

- W. Contract number;**
- X. Approved Budget Authority;**
- Y. Funding source;**
- Z. Whether it was competitively bid or sole sourced**
- AA. Expenditures (including encumbrances and pre-encumbrances)**
- BB. Purpose of the contract**
- CC. Name of the vendor**
- DD. Contract deliverables**
- EE. Contract outcomes**
- FF. Any corrective actions taken or technical assistance provided**
- GG. DMHHS employee/s responsible for overseeing the contract**

**DMHHS Contracts awarded in FY16**

<b>Vendor</b>	<b>Contract#/ Purpose</b>	<b>Contract Amount</b>	<b>Contract Expenditures</b>	<b>Contract Term</b>	<b>Funding Source</b>	<b>Competitive or Sole Source</b>
Aspen of DC Management Solutions	C12643 / Staff Augmentation	\$60,000.00	\$40,068.52	3 years	Local	Competitive
Capital Construction Group	DCAM-14-CS-0164B/ Design-build Services	\$103,523.00	\$102,145.00	1 year	Local	Competitive

Vendor	Contract#/ Purpose	Contract Amount	Contract Expenditures	Contract Term	Funding Source	Competitive or Sole Source
Mount Washington Physical	Otago Exercise Training for Age-Friendly Programs	\$4,508.00	\$4,507.30	30 days	Local	Competitive
<b>TOTAL</b>		<b>\$168,031</b>	<b>\$146,720.82</b>			

\* Former Chief of Staff, Rachel Joseph, provided oversight for contract activity in FY16.

**DMHHS Contracts awarded in FY17**

Currently, no new contracts have been awarded for the FY17 fiscal year. We have exercised the 2<sup>nd</sup> option year on the contract listed below in the amount indicated:

Vendor	Contract#/ Purpose	Contract Amount	Contract Expenditures	Contract Term	Funding Source	Competitive or Sole Source
Aspen of DC Management Solutions	C12643- V2 / Staff Augmentation	\$22, 819.30	\$2,659.36	Year 2 of a 3 year option	Local	Competitive
<b>TOTAL</b>		<b>\$22, 819.30</b>	<b>\$2,659.36</b>			

\* Tene Dolphin, Chief of Staff, will provide contract oversight in FY17.

**10. Please provide the following information for all contract modifications made by DMHHS during FY16 and to date in FY17 broken down by program and activity:**

**HH. Name of the vendor**

**II. Purpose of the contract modification**

**JJ. DMHHS employee/s responsible for overseeing the contract**

**KK. Modification cost, including budgeted amount and actual spent**

**LL. Funding source**

No contract modifications were made by DMHHS during FY16 and to date in FY17.

**11. Please provide the Committee with the following for FY16 and to date in FY17:**

**MM. A list of all employees who receive cell phones, personal digital assistants, or similar communication devices at agency expense;**

**NN. The number of land lines provided to DMHHS;**

**OO. A list of employees receiving bonuses, special pay, additional compensation, or hiring incentives in FY16 and to date in FY17 and the amount;**

**PP. A list of travel expenses for FY16 and to date in FY17, arranged by employee;**

**FY16**

<b>Employee Name</b>	<b>DMHHS Issued Cell Phone?</b>	<b>Bonus, Special Pay, Etc.</b>	<b>Travel Expenses</b>
Brenda Donald	Yes	NA	\$4,852.22
Christian Barrera-Mercado	Yes	NA	NA
Jenna Cevalco	Yes	NA	NA
Rashida Brown	Yes	N/A	\$1,625.08
Rachel Joseph	Yes	NA	NA
Gail Kohn	Yes	NA	\$3,737.10
Nick Kushner	Yes	NA	\$1,717.50
Benjamin Link	Yes	NA	NA
Theresa Silla	Yes	NA	NA
Tina Roper	Yes	NA	NA
Jennifer Valdivieso	Yes	NA	NA
Marvin Gay	Yes	NA	\$592
Cherise Matteson	Yes	NA	\$592
Marcus Ellis	Yes	NA	\$592
Michael Dodson	Yes	NA	\$592
Racheal Streeter	Yes	NA	\$592
Carmen Berry	Yes	NA	\$592

**FY17 to date**

<b>Employee Name</b>	<b>DMHHS Issued Cell Phone?</b>	<b>Bonus, Special Pay, Etc.</b>	<b>Travel Expenses</b>
HyeSook Chung	Yes	NA	NA
Brenda Donald*	Yes	NA	N/A
Rashida Brown*	Yes	NA	N/A
Christian Barrera-Mercado	Yes	NA	\$746.78
Jenna Cevalco*	Yes	NA	NA
Rachel Joseph*	Yes	NA	NA
Tene Dolphin	Yes	NA	NA
Gail Kohn	Yes	NA	NA
Nick Kushner	Yes	NA	NA
Theresa Silla	Yes	NA	NA
Kristy Greenwalt	Yes	NA	NA
Benjamin Link	Yes	NA	NA
Sakina Thompson	Yes	NA	NA
Tina Roper	Yes	NA	NA
Marcus Ellis	Yes	NA	NA
Michael Dodson	Yes	NA	NA
Cameron Shields	Yes	NA	NA

Carmen Berry	Yes	NA	NA
Cherise Mattheson	Yes	NA	NA
Marvin Gay	Yes	NA	NA
Rachael Streeter	Yes	NA	NA

\*Employee has since left DMHHS in FY17.

**QQ. The number of land lines provided to DMHHS:**

We have 19 land lines.

**RR. A list of all employees with a salary over \$100,000. The list should provide the name of the employee, their salary, the salary schedule, grade, and step for each position. Also, please provide a position description for each employee.**

Employee Name	Salary	Schedule	Grade	Step
HyeSook Chung (Deputy Mayor)	\$201,571.00	XS	11	NA
Tene Dolphin (Chief-of-Staff)	\$154,500	ES	9	NA
Sakina Thompson (Senior Policy Advisor)	\$143,467	CS	15	NA
Theresa Silla (Policy Advisor)	\$101,937	CS	14	5
Kristy Greenwalt (ICH Executive Director)	\$174,836.32	ES	11	NA

Please see Q11 Attachments –position descriptions for staff described on table.

**12. Please provide a list of all FY16 and FY17 FTEs for DMHHS broken down by program and activity. In addition, please provide current vacancy information. In addition, for each position please note whether the position is filled (and if filled, the name of the employee) or whether it is vacant.**

FY16 Positions	Status	Employee Name
Deputy Mayor	Filled	Brenda Donald
Chief of Staff	Filled	Rachel Joseph
Policy Advisor – Health Policy	Filled	Christian Barrera-Mercado
Policy Analyst	Filled	Rashida Brown
Senior Policy Advisor	Filled	Jenna Cevalco

Age-Friendly DC Analyst	Filled	Nick Kushner
Age-Friendly DC Coordinator (.75 FTE)	Filled	Gail Kohn
Executive Assistant	Filled	Tinaruth Roper
Policy Advisor – Interagency Council on Homelessness	Filled	Theresa Silla
Program Analyst – Constituent Services	Filled	Jennifer Valdivieso
<b>FY17 Positions</b>	<b>Status</b>	<b>Employee Name</b>
Deputy Mayor	Filled	HyeSook Chung
Chief of Staff	Filled	Tene Dolphin
Deputy Chief of Staff	Filled	Christian Barrera-Mercado
Executive Assistant	Filled	Tinaruth Roper
Program Analyst – Constituent Services	Filled	Benjamin Link
Senior Policy Advisor	Filled	Sakina Thompson
Legislative Analyst	Filled (Detail from DCOA)	Brian Footer
Policy Analyst	Vacant (detail from DHCF)	N/A (in active recruitment )
Communications Director	Vacant	N/A (in active recruitment )
<i>Age-Friendly DC</i>		
Age-Friendly DC Analyst	Filled	Nick Kushner
Age-Friendly DC Coordinator (.75 FTE)	Filled	Gail Kohn
<i>Byrne Criminal Justice Innovation Program</i>		
Project Director	Filled (grant funded)	Shawn Jedge
<i>Interagency Council on Homelessness (ICH)</i>		
Executive Director	Filled	Kristy Greenwalt
Policy Advisor	Filled	Theresa Silla
<i>Safer Stronger DC Community Partnerships Office (SSDCCP)</i>		
Office Manager	Filled (detail from DYRS)	Marcus Ellis
Community Outreach Specialist	Filled	Michael Dodson
Community Outreach Specialist	Filled	Rachael Streeter
Community Outreach Specialist	Filled	Cherise Matheson
Community Outreach Specialist	Filled	Cameron Shields
Community Outreach Specialist	Filled	Marvin Gay
Community Outreach Specialist	Filled	Carmen Berry

**13. How many employee performance evaluations were completed in FY16? To date in FY17? What is the process for establishing employee goals, responsibilities, and objectives? What steps were taken to ensure that all DMHHS employees are meeting individual job requirements? What**

**remedial actions were taken for employees that failed to meet employee goals, responsibilities, and objectives?**

Performance evaluations were completed in FY16 and FY17 Performance Plans finalized for all employees. All employees, with input from their supervisors, have submitted FY17 Performance Plans. Performance Plans describe the goals, responsibilities and objectives for the position and are submitted to DCHR using a standardized template in PeopleSoft. The supervisor and the employee review the goals, responsibilities and objectives on an ongoing basis to ensure that the employee is meeting individual job requirements. Supervisors are responsible for establishing Performance Improvement Plans (PIP) for low performing employees and in such a case meet on a monthly basis to monitor performance, determine if objectives have been met and if corrective action is required. Should an employee fail to meet goals, responsibilities and objectives described in the PIP, corrective action, including reassignment, reduction in grade or removal, would be taken.

**14. For FY16 and to date in FY17, how many employees are detailed to DMHHS from other agencies and from which agencies are employees detailed? Please provide each detailed employee’s position at the detailing agency and their salary.**

<b>FY16 Positions</b>	<b>Agency</b>	<b>Employee Name</b>	<b>Salary</b>
Safer, Stronger DC Community Partnerships Manager	DYRS	Marcus Ellis	\$118,977
Executive Director – Interagency Council on Homelessness	DHS	Kristy Greenwalt	\$169,744
Policy Analyst	DHCF	Rashida Brown	\$86,253
<b>FY17 Positions</b>	<b>Agency</b>	<b>Employee Name</b>	<b>Salary</b>
Safer, Stronger DC Community Partnerships Manager	DYRS	Marcus Ellis	\$118,977
Legislative Analyst	DCOA	Brian Footer	\$113,200
Policy Analyst	DHCF	In active recruitment	N/A

**15. What goals or objectives were set by DMHHS for FY16? Were these objectives met? Please provide a narrative description of what actions DMHHS took to meet its goals and objectives. If goals or objectives were not met, please provide an explanation on why they were not met and a timeline for accomplishing them.**

Please see Attachment Q15a – FY16 Performance Plan and Attachment Q15b for FY16 PAR (Performance Accountability Report), which includes goals and objectives met and explanations.

**16. What are the objectives set forth in the performance plan for FY17? Please provide a narrative description of the progress DMHHS has made in meeting the objectives of the FY17 performance plan. What legislative initiative will DMHHS pursue in FY17?**

Please see Attachment Q16 – FY17 Performance Plan and Progress made to date by initiative.

DMHHS will not pursue any legislative changes this fiscal year; however, DMHHS will continue to support and coordinate the Mayor’s Health and Human Services legislative agenda.

**17. Please describe the Office’s efforts to enhance interagency cooperation for the agencies under its purview and the other Deputy Mayors’ offices to address and coordinate the provision of services to address substance abuse and mental health issues, homelessness, child welfare, housing, and HIV/AIDS.**

In FY16 and FY17 to date, DMHHS continued to focus on interagency collaboration as part of the core functions performed in the office. To this end, DMHHS uses a variety of strategies daily to facilitate interagency collaboration, including identifying opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes for District residents. More specifically, DMHHS assisted in a number of ways described below.

***Substance Abuse and Mental Health***

- DMHHS has provided strategic guidance to Department of Behavioral Health (DBH) on the realignment of key divisions and services at the agency to better guide policy, ensure efficiency, and a smooth transition.
- The Interagency Council on Homelessness (ICH), now at DMHHS, partnered with DBH to support implementation of the SAMHSA Cooperative Agreement to Benefit Homeless Individuals (CABHI) grant to assist 300 individuals a year with a focus on veterans. The District received \$3 million per year for three years, totaling a grant award amount of \$9 million. This grant allows the District to enhance services for people who experience chronic homelessness. The program targets (1) people who experience chronic homelessness and who also have substance use disorders, serious mental illnesses (SMI), or co-occurring mental health and substance use disorders; and (2) veterans who experience homelessness or chronic homelessness and have substance use disorder(s), SMI, or co-occurring mental and substance use disorders. The number of consumers served in FY 16 was 165, and 209 consumers were served during the first quarter of FY 17.



- Child and Family Services Administration (CFSA) partnered with DBH to provide treatment outcomes including assessment results, treatment entry information, and treatment completion on CFSA clients provided that a client has given written consent. The number of consumers served in FY 16 was 323 and 111 were served to date in FY 17.
- Through a new MOU in FY 17, DBH partnered with DOES to support the Project Empowerment Program. This program provides job development and search assistance, transitional employment, and referrals to supportive services and educational programs. The partnership enables DOES to provide on-site SUD clinical assessments, case management and referral services.
- DBH partnered with DYRS to provide on-site SUD clinical assessments, case management and referral services. Thirty youth were served in FY 16 and eight to date in FY 17.

### *Homelessness and Housing*

- The Interagency Council on Homelessness (ICH), a part of DMHHS, is the primary vehicle for interagency collaboration in the homeless services space and includes agency directors across all clusters. The ICH meets bi-monthly as an entire body and the sub-committees (which include sub-committees which work to coordinate homeless services and permanent supportive housing) meet monthly. The Deputy Mayor participates in the bi-monthly ICH meetings and in various subcommittees that track progress in homeless services and housing production.
- With the Council's support, we are investing more in affordable housing than any other jurisdiction in the country. Last fiscal year, we committed more than \$106 million to the construction and preservation of more than 1,200 housing units.
- DHS launched new homeless prevention services and increased our investments in permanent housing programs like Rapid Rehousing, Targeted Affordable Housing and Permanent Supportive Housing by nearly 60%.
- DHS helped more than 2,500 families avoid our homeless services system altogether and connected more than 1,800 veterans to permanent housing.
- In FY16 and FY17 to date, the administration has continued to support housing programs that set youth on their path to success, such as Wayne Place. Wayne place is a transitional home for young people who need support to live independently and succeed. This is a partnership between CFSA and DBH to help young men and women between the ages of 18-24 who might otherwise be homeless build the skills they need to be self-sufficient. Wayne Place is a complex of six buildings with 22 two-bedroom apartments home to approximately 44 young people at a time.

- Please see response to Question 22 for an update on the process of implementing the homeless shelter and updates on the status for a timeline to close DC General, which has continued to be a focus at DMHHS.

### ***HIV/AIDS***

- In FY16 and FY17 to date, DMHHS supported the Department of Health (DOH) in the development of the Mayor's 90-90-90-50 HIV/AIDS Strategic Plan. The goal of the Plan is to have 90 percent of DC residents with HIV know their status, 90 percent of persons living with HIV be in treatment, 90 percent of persons with HIV achieve viral load suppression, and achieve a 50 percent decrease in new HIV cases by 2020. HAHSTA produced the strategic Plan in December 2016 via a public-private partnership with the DC Applesseed Center for Law and Justice and Washington AIDS Partnership. HAHSTA and DC Applesseed conducted community engagement sessions, data collection, and produced a plan with several action steps to end the epidemic in the city.
- The 90/90/90/50 plan was drafted in an effort to reduce the number of cases of HIV in the District, while also treating existing cases. In addition to the four core goals, the plan will bridge the collaborative efforts of DOH with key partners to: 1) increase targeted testing to identify new HIV diagnoses more efficiently; 2) improve the Red Carpet Entry program to ensure those diagnosed with HIV engage with immediate treatment; 3) expand surveillance data to help providers reengage those who are not receiving services; 4) engage all relevant District agencies to improve access to housing for those who are living with HIV; 5) expand access to Pre-Exposure Prophylaxis (PrEP) - a drug regimen proven effective in preventing infections among high-risk populations; and 6) continue syringe access services and condom distribution. For a copy of the plan, please visit: [https://doh.dc.gov/sites/default/files/dc/sites/doh/page\\_content/attachments/DC%2090-90-90-50%20Plan%20-%20FINAL.pdf](https://doh.dc.gov/sites/default/files/dc/sites/doh/page_content/attachments/DC%2090-90-90-50%20Plan%20-%20FINAL.pdf)

### **18. Please provide any updates regarding the Office's efforts to maximize available federal Medicaid revenue.**

DMHHS continues to work closely with the Department of Health Care Finance (DHCF) and several other agencies in the human and health services cluster to ensure that Medicaid federal revenue is maximized for the District of Columbia. As the state agency responsible for the Medicaid program, DHCF develops agreements with public providers to deliver Medicaid reimbursable services to program beneficiaries. The key public providers are Children and Family Services Administration (CFSA), District of Columbia Public School System (DCPS), the Office of the Superintendent for Special Education (OSSE), the Department of Behavioral Health (DBH), Fire and Emergency Management Services (FEMS), and Saint Elizabeth Hospital. DMHHS continues to support DHCF with any issues with Medicaid reimbursement among these public providers as these may arise.

The majority of DHCF's funding is allocated to the Medicaid program which is generally supported with a 70 percent federal subsidy. In FY16, DMHHS supported DBH and DHCF the roll out of Health Homes I to coordinate care for people with Medicaid who have chronic conditions. States have the flexibility in designing their payment methodologies and may propose alternatives. States receive a 90% enhanced Federal Medical Assistance Percentage (FMAP) for the specific health home services in Section 2703. DHCF is planning to utilize experiences and knowledge acquired through Health Homes I to launch a Health Homes II (to be called my *Health GPS*) to better coordinate care for homeless individuals.

In addition, DMHHS and DME are coordinating the interagency collaboration with DHCF, OSSE, DOH, DBH, DCPCSB and DCPS necessary to implement the expansion of Medicaid reimbursement for school-based services. DMHHS and the implicated agencies are working to ensure that 1) schools have clean audits; 2) there is clarification of services currently covered under Medicaid and/or that new SPAs are drafted to ensure appropriate coverage and billing of current and new services; and 3) participation in the Free Care Rule. In December of 2015, the Centers for Medicare and Medicaid Services (CMS) issued guidance on expanding reimbursement of school-based services outlined within Medicaid state plans, also referred to as the Free Care Rule. The expansion extends to all eligible students enrolled in Medicaid, regardless as to whether the services are provided based on requirements of an Individualized Education Plan (IEP), and/or allows for the reimbursement of specific school nursing services. In 2016, DHCF assembled the Free Care Rule Working Group to define the current landscape of health care service delivery in schools, and help operationalize the policies needed across the District's health and education agencies in order to implement the expansion of Medicaid reimbursement for school-based services.

**19. The sharing of data between health agencies has become a topic of discussion throughout public health. The sharing of information could lead to more effective care of our population. What plans do you have to increase the sharing of information among the agencies under the DMHHS's purview, as well as the sharing of information among those agencies and agencies in the education sector?**

In FY16, DMHHS continued to support the Health Information Exchange (HIE) Policy Board in its establishment of a Strategic Road Map detailing a pathway for future DC health information exchange in the District. The District of Columbia Health Information Exchange (HIE) Policy Board is a volunteer Advisory Board appointed by the Mayor. The Board includes members who represent hospitals, clinicians, payors, consumers and District of Columbia government agencies. The HIE Policy Board convenes subcommittees, each covering a topic significant to the future development of the HIE: governance, technology and finance. Each subcommittee is charged to provide recommendations for the development, operation and sustainability of an HIE in the District and resulted in the following guiding principles:

- *Governance of HIE in the District must be inclusive of multiple stakeholder*

- *Goals for HIE should be aligned with District goals for the health of patients*
- *Operations of HIE in the District must be flexible to both address and adapt to changes in the marketplace*
- *Any efforts to expand HIE must coordinate with existing HIE programs within the District*
- *The privacy and security of personal health information must be preserved.*

In FY17, the Board has continued to work with key government agencies and stakeholders to identify current data gaps and solutions related to interfacing, integration, access, and patient matching. The Board is currently working on an HIE designation process by which to set standards for health information exchange in the District and encourage providers to engage further.

In addition, DMHHS continues to work with the Office of the City Administrator Office of Performance Management and OCTO to provide strategic direction on data-sharing agreements between HHS cluster agencies to meet the healthcare and human services needs of District residents.

**20. Where can the public find a copy of the currently operative Protocol for Disposition of Property Found on Public Space and Outreach to Displaced Persons?**

The protocol is attached. Please see Attachment Q20 – Protocol for the Disposition of Property Found on Public Space and Outreach to Displaced Persons. It is shared with the public upon request.

**21. Please provide updates on *LaShawn v. Bowser*, *Salazar v. D.C.*, and *Torres v. D.C***

***LaShawn v. Bowser***  
(Lead Agency: CFSA)

*LaShawn v. Bowser* is a class action filed in 1989 on behalf of all children in the care of the District’s public child welfare program and all children who are the subject of a report of abuse or neglect. There are 88 Exit Standards to be achieved. The court monitoring period is every six months. As of June 30, 2016, of the 88 Exit Standards included in the *LaShawn A. v. Bowser* Implementation and Exit Plan, the District met 72 (82%).

During the January to June 2016 monitoring period, the Court Monitor, Judy Meltzer noted that performance improved on several of the remaining Exit Standards, including:

- Visits between parents and children—the monthly performance ranged from to 77% to 86%, up from a range of 78% to 82% in the previous period.

- Distribution of Medicaid numbers and cards—the monthly performance ranged from 82% to 98%, up from a monthly range of 78 to 86% for the Medicaid numbers and for Medicaid cards a monthly range increase from 71-100% up from a monthly range of 14-71% in the previous period.

CFSA is focused on improvements in four critical areas: 1) improving performance at the hotline and the quality of investigations; 2) appropriate placement and placement services for children in foster care; 3) improving case planning related to services to families and children to expedite permanency; and 4) a review and enhancement of prevention services.

There is a status hearing scheduled for March 23, 2017. We anticipate that the next monitoring report will be released by the end of May 2017.

***Salazar v. D.C.,***

(Lead Agency: DHCF)

Salazar v. D.C., is a class action lawsuit that was filed in 1993 alleging that the District was not in compliance with three Medicaid program requirements: services provided to children under EPSDT; timely processing of Medicaid applications and annual recertifications and processing of claims for out-of-pocket expenses. The District was found liable for some violations after a bench trial in 1996. Thereafter the parties entered into a Consent Order in 1999. In 2009, the Court found that the District had complied with the requirements of the Consent Order addressing the timely processing of applications and terminated that part of the Consent Decree. However, the provisions of the Consent Decree addressing well child and dental services remain in effect.

In 2013, in response to the District's motion, the Court terminated the Section of the Consent Decree pertaining to annual recertifications due to the passage of the Affordable Care Act. Beginning in December, 2015, the Plaintiffs began raising new issues to the Court pertaining the processing of applications and annual recertifications. Without an evidentiary hearing, the Court issued a series of Orders against the District, effectively modifying the terms of the Consent Decree, to require the District to give provisional Medicaid and extended Medicaid to individuals who claim their applications and renewals were not process appropriately. These orders, the latest of which was issued on July 12, 2016, are now on appeal.

**Current Activity Regarding Children's Services:**

The Court regularly schedules Status Conferences approximately every six to eight weeks with the Parties and Court Monitor (Henry Ireys, PhD to discuss items related to complying with the Consent

Decree. The District continues to be compliant with meeting all deliverables and reports to the Court (Outreach, Utilization Data Reporting, and Provider Education) and has missed no missed deadlines since 2010. However, while the District consistently is above or meets the national average for utilization measures for well-child visits and dental services, the District's utilization performance for key measures required by the Consent Order and the Dental Order continue to remain below the required targets, which are well above national norms. For example, the national average for children 0-20 receiving well-child visits in FY 15 was 58%, and the District's average was above the national average at 63%. The benchmark for compliance in the Consent Decree is 75%. The latest data show that 61.3% of DC Medicaid children aged 3-20 years received any dental visit in FY15, while the national average was 53%. The benchmark for compliance in the Consent Decree is 80%.

On January 24, 2016, the parties recently met with the Court Monitor to determine if there was any willingness to renegotiate the benchmarks in the Consent Decree or identify an agreed pathway to end this litigation. The District is waiting for the Plaintiffs' response.

### *Torres v. D.C*

On December 2<sup>nd</sup> 2016 the District successfully reached a positive settlement agreement in the lawsuit filed by two customers of (DHS) showing major improvements in language access for DHS customers.

The settlement includes enhancements to the DHS language access services provided to District of Columbia residents pursuant to the District's Language Access Act of 2004. The terms of the settlement include: The creation of a new position of Ombudsman for all DHS service centers; the Ombudsman will be an experienced, multilingual DHS employee who will be available to personally assist DHS customers with language access issues; and the establishment of a new Language Access Customer Advisory Group, composed of community representatives, DHS personnel, and a representative from OAG. The group continues to review the success of DHS's language access enhancements and makes recommendations for any additional improvements.

## **22. Please provide an update on the process of implementing the homeless shelter plan that was approved by Council in June of last year. Please include an estimate as to when DC General will be closed.**

The District of Columbia has a plan to end homelessness. As part of that plan, we will close DC General - a former hospital that has served as the District's largest family shelter for seven years. DC General is too big, too old and geographically removed from the services that individuals experiencing

homelessness need to exit shelter and get back on their feet. We will replace DC General by developing several short-term family housing facilities across the city.

In June 2016, the Board of Zoning Adjustment (BZA) granted the District the relief necessary to move forward with the plans in Wards 4, 7 and 8. The District is on track to begin construction on those three sites this summer and will launch Community Advisory Teams in the coming weeks. The role of the Advisory Teams is to: provide feedback on concerns related to residents' quality of life during construction; coordinate community feedback and input opportunities on all issues and concerns related to the development of the program and share information; and develop Good Neighbor Agreements.

The District has led a robust community engagement process. In the three Wards (Wards 3, 5 and 6) where Council changed the location of the site, the District launched Community Advisory Teams in September 2016 allowing representatives from the community to weigh-in early on building design. In October 2016, the District hired architects to create the designs for new sites, and in December 2016, after two design-focused meetings with Advisory Teams, the District hosted meetings to share the designs with the public. After incorporating feedback from the community, in January 2017, the District submitted applications for relief to the Board of Zoning Adjustment for Wards 3, 5 and 6. These cases will be heard on March 1, 2017.

We expect that construction will begin in November 2017 and that they will open in summer 2019 allowing us **to close DC General in January 2020**. To learn more, please visit: <http://dmhhs.dc.gov/homewarddc>.

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