

## **AGENCY ORGANIZATION**

**1. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision.**

**a. Include the names and titles of all senior personnel.**

Please see Attachment 1 - Organizational Charts.

**b. Please provide an explanation of the roles and responsibilities of each division and subdivision.**

<i>Division</i>	<i>Name, Title</i>	<i>Roles/Responsibilities</i>	<i>FTEs</i>	<i>Vacant/Frozen*</i>	<i>FTEs On-Board</i>
Economic Security Administration (ESA)	Anthea Seymour, Administrator	Determines eligibility and the amount of assistance for public benefit programs including: Temporary Assistance for Needy Families (TANF), Medical Assistance, SNAP, child care subsidy, Burial Assistance, Interim Disability Assistance, and General Children's Assistance. ESA also administers programs that support households who receive public benefits to build their economic security through skill development and employment.	757	40 Local 27 Federal 5 I-D 1 SPR	684
Family Services Administration (FSA)	Debra Crawford, Interim Administrator	Offers a broad portfolio of social services programs including: homeless services, adult protective services, refugee assistance, family violence prevention, and youth services.	275.48	39 Local 15.5 Federal	221
Office of the Director (OD)	Sharon Kershbaum, Chief Operating Officer	Provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting. Both the Call Center and the Office of Program Review, Monitoring and Investigation are part of OD.	201	37 Federal	164
<b>Total</b>			1233.5	79 Local 79.5 Federal	1070

NOTE: A number of local vacant positions are held frozen in order to absorb any shortfall in Federal revenue earned via the random moment study as well as to cover an estimated \$2.6M in OT. A number of the Federal vacant positions are frozen until revised indirect cost rate is approved by Feds. All vacant positions with available funding are in active recruitment, or have pending or recently accepted offers.

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
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ESA	Division of Program Operations	Deputy Administrator	Garlinda Bryant-Rollins
<b>Narrative</b>	<p>The Division of Program Operations (DPO) is responsible for administering an assistance delivery system for public assistance eligibility determination and benefits issuance, to include but not limited to Medical Assistance (Medicaid), Supplemental Nutrition Assistance Program (SNAP formerly known as Food Stamps), Temporary Assistance for Needy Families (TANF), that provides a single point of entry for each customer regardless of the nature of his or her family needs. Services are delivered through the Division's five (5) physical locations and in 13 locations throughout the city. The Division also reviews program operations to ensure compliance with regulatory guidelines; analyzes the effectiveness of work methods and other functions of the administration; and consults with others in preparation for executing timely delivery of services to DC residents.</p> <ul style="list-style-type: none"> <li>• Office of the Deputy Administrator</li> <li>• Five Decentralized Service Centers (Anacostia, Congress Heights, Ft. Davis, H Street and Taylor Street)</li> <li>• Office of Medical Assistance (Medicaid Branch)</li> <li>• Central Processing Unit</li> <li>• Child Care Services</li> <li>• Eligibility Outreach</li> </ul>		

<b>Division</b>	<b>Sub-Division</b>	<b>Title</b>	<b>Name</b>
ESA	Division of Program Development, Training & Quality Assurance	Deputy Administrator	Ellen Wells
<b>Narrative</b>	<p>The Division of Program Development, Training &amp; Quality Assurance develops plans and procedures to administer economic security programs effectively in the District. The Office of Program Development, Training &amp; Quality Assurance also evaluates and analyzes the need for services promoting and supporting self-sufficiency for individuals and families; develops strategies to promote cooperation with private providers; reviews federal and District regulations to ensure compliance with procedural and regulatory guidelines; documents and translates changes in Federal laws including Temporary Assistance to Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and Medical Assistance. This Division provides oversight to monitor the performance of activities conducted in accordance with grants awarded by the Administration. Other responsibilities include advising and providing technical assistance to the Administrator and program managers; provides recommendations and participating in the development of legislation. This Division also represents the Economic Services Administration (ESA) to the federal government when necessary; designs and implements ESA's performance reporting systems; identifies ESA's training needs; monitors compliance with federal and District legislation. Specific offices within the Division of Program Development, Training &amp; Quality Assurance include,</p> <ul style="list-style-type: none"> <li>• Office of the Deputy Administrator</li> <li>• Office of Program Development</li> <li>• Office of Administrative Review and Appeals</li> <li>• Office of Training</li> <li>• Medical Review Team</li> <li>• Office of Quality Assurance &amp; Analysis</li> </ul>		

<b>Division</b>	<b>Sub-Division</b>	<b>Title</b>	<b>Name</b>
ESA	Division of Information Systems	Deputy Administrator	Jeffrey Borkman
<b>Narrative</b>	<p>The Division of Information Systems is responsible for overseeing the performance of the Automated Client Eligibility Determination System (ACEDS) support by maintaining the system, developing fixes,</p>		

	<p>overseeing data cleanup, making policy change updates, and making annual updates to Cost of Living Adjustments (COLAs), Federal Poverty Limit (FPL) tables, automatic customer notifications, or other changes necessary to the annual maintenance of the system. This division is also responsible for providing ongoing security for the system, training for new users and providing Help Desk phone support for all caseworkers. Specific offices within the Division of Information Systems include,</p> <ul style="list-style-type: none"> <li>• Office of the Deputy Administrator</li> <li>• Office of ACEDS Development &amp; User Support</li> <li>• Overpayments Unit</li> </ul>
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<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
ESA	Division of Customer Workforce Employment & Training	Deputy Administrator	Tamitha Davis
<i>Narrative</i>	<p>The Division of Customer Workforce Employment and Training (DCWE&amp;T) was established to consolidate all customer employment and training functions into a single division. The Division includes the Office of Work Opportunity (OWO) which is responsible for the orientation and assessment of Temporary Assistance for Needy Families (TANF) customers, as well as providing case management/case coordination to a specialized TANF population. OWO has expanded, in recent years, to support collaboration with the Family Services Administration (FSA) to integrate housing and employment services for the families in Rapid Re-Housing (RHH) program, Rapid Exit Program (hotels) and Homeless Prevention Program (HPP). The Office of Performance Monitoring (OPM) is responsible for managing and monitoring contractual service providers, who provide services to TANF customers. The Supplemental Nutrition Assistance Program Employment and Training (SNAP E&amp;T) program is responsible for providing assessments, case management, and referrals for SNAP customers, and grant monitoring for services associated with the SNAP E&amp;T Program. The Sanctions Unit imposes and lifts work and child support sanctions of impacted TANF customers. Specific offices within the Division of Customer Workforce Employment &amp; Training include,</p> <ul style="list-style-type: none"> <li>• Office of the Deputy Administrator</li> <li>• Office of Work Opportunity</li> <li>• Office of Performance Monitoring</li> <li>• Office of the Supplemental Nutrition Assistance Program Employment &amp; Training</li> <li>• Sanctions Unit</li> </ul>		

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
ESA	Division of Innovation and Change Management	Deputy Administrator	Trey Long
<i>Narrative</i>	<p>The Division of Innovation and Change Management (DICM) was established in the second quarter of FY 2018. The purpose of the DICM is to implement system and process enhancements for the Economic Security Administration (ESA) that will improve both worker productivity and customer outcomes. The functions of the DICM are to serve as the liaison for the DC Access Systems (DCAS) – eligibility system - by working with the DC Healthcare Finance (DCHF) Project Management Officer's team to address remaining system concerns from federal partners and internal stakeholders; serve as business coordinator to lead priority setting for application and management reports; serve as reviewer for DCAS management reports and operational metrics; serve as Release 3 point-of-contact for business readiness and policy documentation; serve as the Knowledge Management coordinator for policy, system, process, and leadership training (future).</p>		

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
FSA	Community Services Division	Deputy Administrator	Debra Crawford
<i>Narrative</i>	The Community Services Division includes Adult Protective Services, Strong Families, Refugee Resettlement, and Community Services Block Grant (CSBG) program. The Department of Human Services is the state agency responsible for the management, administration and oversight of the CSBG in the District of Columbia.		

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
FSA	Youth Services Division	Deputy Administrator	Hilary Cairns
<i>Narrative</i>	The Youth Services Division includes five distinct programs: Alternatives to the Court Experience (ACE) Diversion Program, Youth Homeless Prevention Services (HOPE), Parent and Adolescent Support Services (PASS), Teen Parent Assessment (TPAP) and the Strengthening Teens Enriching Parents (STEP) program. Together, these programs comprise a system of services and supports for youth who are at-risk of court-involvement, school disengagement, homelessness and repeat teen pregnancy. The Division engages youth, their families, community-based providers, government agencies, and other partners to address challenging behaviors, circumstances and help youth and their families get back on track toward stability and self-sufficiency.		

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
FSA	Homeless Individuals	Deputy Administrator	Dallas Williams
<i>Narrative</i>	This division provides emergency and ongoing housing support and services to help unaccompanied individuals who are experiencing homelessness or at risk of homelessness, transition into or maintain permanent housing.		

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
FSA	Homeless Families	Deputy Administrator	Jerrianne Anthony
<i>Narrative</i>	This division provides emergency and ongoing housing support and services to help families who are experiencing homelessness or at risk of homelessness, transition into or maintain permanent housing.		

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
OD	Office of Program Review, Monitoring and Investigation	Compliance and Accountability Officer	Christa Phillips
<i>Narrative</i>	The mission of the Office of Program Review, Monitoring and Investigation is to prevent fraud, abuse and waste in the administration of social service programs and to assure compliance with federal and District statutes, regulations and procedures governing programs and operations of the Department of Human Services (DHS). OPRMI functions under the immediate direction of the Director DHS and is responsible for managing		



	allegations and incidents of fraud, abuse, and wasted in DHS programs by investigating and referring for criminal prosecution or program disqualification persons accused of committing fraud, abuse and/or waste in the Food Stamp, Temporary Assistance for Needy Families (TANF), and Medicaid social services programs; ensuring departmental compliance with Title VI of the Civil Rights Act, the Rehabilitation Act, the Americans with Disabilities Act and the age Discrimination Act; as well as investigating and referring for administrative action DHS employees who are alleged to commit fraud, malfeasance or other acts of employee misconduct.
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<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
OD	Human Resources	Human Resources Officer	Keisha Hawkins
<i>Narrative</i>	The Office of Human Resources (OHR) provides human resource management services to DHS to help strengthen individual and organizational performances, while enabling the District government to attract, develop and retain a well-qualified, diverse workforce. The OHR strives to maintain a high-performing workforce via employee engagement throughout the agency and ensure agency compliance with statutes and regulations. Ensuring that the agency has the best available employees onboard to achieve agency goals, oversee employee performances, and support the overall culture of the Government of the District of Columbia is the foundation of the OHR and DHS.		

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
OD	Emergency Management	Emergency Management Officer	Matthew Aiken
<i>Narrative</i>	The Office of Emergency Management's mission is to respond to emergencies and mitigate harm while preparing the community it serves to recover from disastrous situations. It accomplishes this mission by providing emergency sheltering services, mass feeding, and reunification operations to District residents during emergencies like apartment fires, power outages and extreme weather conditions while coordinating internal human service support and complementing services from our interagency partners in an effort to mitigate increased harm from the event.		

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
OD	Capital and Operations Division	Capital Operations Project Manager	Lisa Franklin-Kelley
<i>Narrative</i>	The Capital and Operations Division (COD) operates as the Real Estate and Facilities arm of the Office of the Director while managing the Fleet and Security Programs Agency wide. The COD is comprised of team members with extensive knowledge, skills and experience in the arenas of Construction Management, Facilities Management, Space Planning and Design, as well as Fleet and Security administration.		

<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
OD	Office of Information Systems	Chief Information Officer	Boyle Stuckey
<i>Narrative</i>	The Office of Information Systems (OIS) has the primary responsibility of implementing the latest technology for the delivery of services throughout the Department of Human Services. OIS provides a		

	technological environment that facilitates and nurtures DHS business processes, customer interactions and provides flexibility in effectively managing end user needs and expectations.
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<i>Division</i>	<i>Sub-Division</i>	<i>Title</i>	<i>Name</i>
OD	Call Center	Customer Service Manager	Francine Miller
<i>Narrative</i>	The DHS Call Center is responsible for all incoming calls regarding TANF, SNAP, and Medical Assistance. The Call Center provides high quality customer support for a range of services including completing client applications and recertifications as well as updating client information. The Call Center handles over 200,000 calls/year and practices First Call Resolution to eliminate the need for clients to visit a Service Center.		

**c. Please provide a narrative explanation of any changes to the organizational chart made during FY17 or FY18, to date.**

Within the Economic Security Administration, the following changes were made during FY17 and FY18, to date:

The primary changes that occurred between FY17 and FY18 within the Economic Security Administration (ESA) were structural, helping the Agency to create efficiencies through consolidating, merging and/or expanding functions in relation to business processes and operations. It also included creating some new offices and sections required to assist with the Agency's commitment to customer service, data and reporting, policy and strategic needs of the ESA.

**The Division of Program Operations (DPO)**

The Case Records Management Unit (CRMU) was abolished in FY17 to align practice and processes with the newly established Business Process Redesign (BPR). The staff from the unit were repurposed into the decentralized Service Centers to assist with front-line customer service and other program support services.

The Case Coordination unit was removed from the ESA organizational chart during FY17. This proposed unit was never staffed due to other priorities and the change in direction of the administration in relation to case management service activities in other parts of the organization.

**Central Processing Unit (CPU)**

A principle of the Business Process Redesign (BPR) model is that Service Centers focus primarily on tasks generated as a result of interactions with customers whether by telephone or in-person. Created in FY17, the Central Processing Unit is comprised of staff from several offices namely, the Change Center, Office of Specialized Services (Interim Disability Assistance Unit, Burial Unit, and the Disability Entitlement and Advocacy Program, Medicaid Outstation and the Medicaid Renewals Team.

The Central Processing Unit (CPU) was created primarily to address and process tasks generated by computer matches and internal reports. They have responsibility for Interim Disability Assistance, Medicaid Renewals, New Hires Referrals and Out- of- State TANF verification requests. The CPU is a consolidation of other program areas with slight changes and additions to the services provided.

Customers are required to report changes in circumstances, including those related to employment, household composition, income and resources that occur between application and recertification appointments - and the CPU process those requests. Other duties include inquires, processing changes reported from third parties and monitoring of changes using ACEDS and DCAS reports. It also determines initial and ongoing eligibility for the processing of medical re-certifications.

**Eligibility Outreach (previously a part of the former the Office of Outstation Services)**

Eligibility Outreach is small separate unit and a service that has been decentralized to the service centers with

designated staff to perform the outreach function. This unit and/or the designated outreach service center staff provide direct eligibility determination to customers visiting the area's hospitals, clinics and other District agencies (DC Jail, Office on Aging, etc.) including applicants who are in the hospitals. Social Services Representatives are housed at more than 13 locations throughout the District and accept applications and re-certifications for the TANF, Supplemental Nutrition Assistance Program (SNAP) (formerly Food Stamps) and Medical Assistance (federally and locally funded programs). In addition to accepting application at these locations for processing on a daily basis, a smaller concentrated group provides these same services to address the needs of customers who are not physically able to visit a service center.

#### **The Eligibility Review & Investigation Unit (ERIU)**

Prior to FY17, the Eligibility Review & Investigation Unit (ERIU) was part of Office of Quality Assurance & Analysis but this unit now reports to the Office of the Director, Office of Program Review Monitoring & Investigation (OPRMI).

#### **The Division of Information Systems (DIS)**

During FY17, the Division of Information Systems (DIS) merged the Office of Automated Client Eligibility Systems (ACEDS) with the Office of ACEDS User Support into the Office of ACEDS System Development & User Support. There were no changes to the functions performed by these units.

In February 2018, the Sanctions Unit was shifted from the DIS to the Division of Customer Workforce Employment & Training (DCWE&T) to create efficiencies and to consolidate and group together areas of similar focus and purpose as the functions directly align with particular customer and operational activities.

#### **The Division of Customer Workforce Employment & Training (DCWE&T)**

In February 2018, the Sanctions Unit was shifted from DIS to the Division of Customer Workforce Employment & Training (DCWE&T) from the Division of Information Systems (DIS) to create efficiencies and to consolidate and group together areas of similar focus and purpose as the functions directly align with particular customer and operational activities.

#### **Office of Strategic Planning**

The Strategic Planning office reports to the Administrator and provides some direct customer services, program advice, and supports all facets of the administration. The Office houses the Families First Program, which includes the programs: One Congregation One Family, the Fatherhood Initiative, the Grandparents Initiative, and the Reentry Program. These programs all provide services to specific populations who are receiving a benefit through ESA.

The Office supports the entire administration in short term and long term planning; system development and support; federal TANF, SNAP, and Medicaid reporting; policy planning and research; and ad hoc special projects. Within the office of Strategic planning is a TANF-only policy and IT training team. This team is cost-allocated directly to TANF.

#### **Office of Data Analysis and Reporting (ODAR)**

The Office of Data Analysis and Reporting reports to the Administrator and functions as the central unit handling ESA data. Serving all programs, the Office designs and publishes data and management reports for both internal as well as external stakeholders; performs quantitative analysis on customers and program data; supports system data analysis to identify potential system related issues and errors; assists program operation in tracking, managing, understanding and utilizing data to improve the quality of services; supports the design and implantation of both systems and policies across the administration; and interfaces with internal and external stakeholders and partners in regards to data and reporting. ODAR works with program staff, policy staff and IT staff to support ESA's business needs.

**d. Note on the chart the date that the information was collected.**

*Please see Attachment 1 - Organizational Charts*

2. **Please attach in Excel a current Schedule A for the agency, as of February 1, 2018, with the following information for each position:**
- a. **Employee's name, if the position is filled;**
  - b. **Program and activity name and code as appears in the budget;**
  - c. **Office name, if different from activity code;**
  - d. **Title/position name;**
  - e. **Position number;**
  - f. **Grade, series, and step;**
  - g. **Salary and fringe benefits (please separate salary and fringe and include the FY17 fringe benefit rate);**
  - h. **Job status (e.g. continuing/term/temporary);**
  - i. **Type of appointment (e.g. career, MSS);**
  - j. **Full-time part-time, or WAE;**
  - k. **Seasonal or year-round;**
  - l. **Start date in the position (i.e. effective date);**
  - m. **Start date with the agency;**
  - n. **Previous office (program) and position (job title) with the agency, if relevant**
  - o. **Position status (A-active, R-frozen, P-proposed, etc.);**
  - p. **Date of vacancy or freeze, if relevant; and**
  - q. **Whether the position must be filled to comply with federal or local law (and if so, please specify what federal or local law applies).**

Questions 2n, 2p and 2q would need to be individually and manually researched and are therefore not included. If there are particular positions of interest to Council, DHS will provide responses in follow-up. Additionally, OCFO does not recommend including employee names in oversight materials.

*Please see Attachment 2 - Schedule A*

3. **For any term or temp position included in the schedule A and filled in FY2017 or FY2018, please provide a brief narrative for why the hire was done on a term or temporary basis and not on a continuing basis.**

Management Supervisory Service and Career Service positions are typically filled as continuing or regular appointments. Positions that are federally or grant funded, or filled through a non-competitive process, are filled as term or temp appointments.

*Please see Attachment 2 - Schedule A*

4. **Please provide the following information on any contract workers in your agency:**
- a. **Position name**
  - b. **Organizational unit assigned to**
  - c. **Hourly rate**
  - d. **Type of work duties**

<i><b>Organizational Unit Assigned To</b></i>	<i><b>Hourly Rate</b></i>	<i><b>Position/Role</b></i>	<i><b>Type of Work Duties</b></i>
ASD I / OIS	\$66.99	Application Developer	Senior Application Developer with proven professional experience in the design, development, delivery and enhancement of Client-Server/Web-Based/Cloud-Based/Mobile Software Applications using Microsoft .NET Technologies, ASP & C# (C-Sharp).
ASD I / OIS	\$66.99	Application Developer	Senior Application Developer with proven professional experience in the design, development, delivery and enhancement of Client-Server/Web-Based/Cloud-Based/Mobile Software Applications using Microsoft .NET Technologies, ASP & C# (C-Sharp).
ASD I / OIS	\$110.00	Business Analyst	Senior Business Analyst with proven professional experience in capture, verify and manage requirements and requirements traceability in support of product development, test and delivery.
ASD I / OIS	\$66.99	Application Developer	Senior Application Developer with proven professional experience in the design, development, delivery and enhancement of Client-Server/Web-Based/Cloud-Based/Mobile Software Applications using Microsoft .NET Technologies, ASP & C# (C-Sharp).
ASD I / OIS	\$71.38	Quality Assurance Analyst	Senior Quality Assurance Specialist with proven professional experience and must have the ability to determine the resources required for quality control and the ability to maintain the level of quality. As Sr. QA Specialist, individual will be responsible for planning, managing, maintaining, coordinating and executing manual and automated test scripts for complex, multi-tier applications.
ASD I / OIS	\$69.80	Application Developer	Senior Application Developer with proven professional experience in the design, development, delivery and enhancement of Client-Server/Web-Based/Cloud-Based/Mobile Software Applications using Microsoft .NET Technologies, ASP & C# (C-Sharp).
ASD I / OIS	\$69.96	Senior Database Developer	Senior Backend SQL Server Developer and administrator with proven professional experience in the design, development, delivery and enhancement of SQL queries, reports, procedures, functions and other necessary backend development and database administration.
ASD I / OIS	\$70.04	Application Developer	Senior Application Developer with proven professional experience in the design, development, delivery and enhancement of Client-Server/Web-Based/Cloud-Based/Mobile Software Applications using Microsoft .NET Technologies, ASP & C# (C-Sharp).
ESA/Data Team	\$124.77	Business Intelligence Analyst	Providing Business Intelligence duties through research on TANF / CATCH data. a) Running Reports b) Liaison between data analytics team, CATCH team and DCAS team. On demand data analysis as and when the need arises. Running ad hoc data analysis for monthly, quarterly reports. Performing required analysis for different research projects like Q5i, vendor stats Analysis, Sanctions etc. Providing tableau based reporting solutions for some user groups in the agency.

5. **Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.**

<i>Full Name</i>	<i>Detailed To</i>	<i>Administration</i>	<i>Date of Detail</i>	<i>Projected Return Date</i>
Adrian Govia	DHCF/DCAS	OIS	8/30/2017	To be transferred to DHCF
Elaine Grimm	DHCF/DCAS	OIS	8/20/2017	To be transferred to DHCF
Mark VonTopel	DHCF/DCAS	OIS	8/20/2017	To be transferred to DHCF
Anand Bhatt	DHCF/DCAS	OIS	8/20/2017	To be transferred to DHCF
Azra Eslamian	DHCF/DCAS	OIS	8/6/2017	To be transferred to DHCF
Neelima Indarapu	DHCF/DCAS	OIS	7/23/2017	To be transferred to DHCF
Niveditha Chamakura	DHCF/DCAS	OIS	7/23/2017	To be transferred to DHCF

All employees were detailed to provide assistance with DCAS.

6. **Please provide the Committee with a list of travel expenses, arranged by employee for FY17 and FY18, to date, including the dates of travel, amount of expenses, and reason for travel. Please specify whether employees may be reimbursed for out-of-pocket travel expenses; and, if so, please describe agency protocol and requirements for employees to apply for and receive reimbursements for such travel expenses, such as necessary documentation, timeframes, and other requirements.**

*Please see Attachment 6 - Training and Travel Expenses*

Employees may be reimbursed for out-of-pocket travel expenses by completing the required Travel Reimbursement Form. Additionally, employees must provide all receipts and backup documents for out-of-pocket expenses. As a matter of practice, employees are asked to complete the necessary documentation as soon as they return from a trip, but they have until the end of the fiscal year.

7. **Please provide the Committee with a list of the total workers' compensation payments paid in FY17 and FY18, to date, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.**

In FY17, DHS paid \$370,092.93 in workers' compensation payments. In FY18 through February 8, 2018, DHS paid \$125,596.02 in workers' compensation payments. Thirty-one (31) employees received workers' compensation payments in FY17 and FY18; however, nearly all of these claims were filed prior to FY17. The Agency does not have knowledge of the types of injuries determined to be compensable.

*For a detailed breakdown of worker' compensation payments in FY17 and FY18, please see Attachment 7 - Workers' Compensation Payments.*

8. **Please provide the Committee with a list of employees who received bonuses or special award pay granted in FY 2017 and FY 2018, to date, and identify:**

- a. **The employee receiving the bonus or special pay,**

- b. The amount received, and**  
**c. The reason for the bonus or special pay.**

<i>Name</i>	<i>Amount</i>	<i>Pay Period End</i>	<i>Reason for Bonus</i>
Santos, Adela M	1000.00	4/1/2017	Passed language proficiency test
Corretjer, Angel R	1000.00	4/1/2017	Passed language proficiency test
Woldemariam, Mulunesh	1000.00	4/1/2017	Passed language proficiency test
Oliver, Nancy	1000.00	4/1/2017	Passed language proficiency test
Tufa, Jim D	1000.00	4/1/2017	Passed language proficiency test
Vigil, Ana	1000.00	4/1/2017	Passed language proficiency test
Ventura, Angel A	1000.00	4/1/2017	Passed language proficiency test
Silva, Marlenne	1000.00	4/1/2017	Passed language proficiency test
Cung, Lan Thi	1000.00	4/1/2017	Passed language proficiency test
Arias, Glenda E	1000.00	4/1/2017	Passed language proficiency test
Warren Jr., Robert	2708.94	4/1/2017	Compliance with CBU agreement
Liu, Kathleen J.	2151.34	4/1/2017	Compliance with CBU agreement
Rayment, Mary Ellen	1990.64	4/1/2017	Compliance with CBU agreement
Wooten, Holloway	3270.04	4/1/2017	Compliance with CBU agreement
Martinez-Moreno, Cristina A.	1000.00	5/27/2017	Passed language proficiency test
Teshome, Fitsum	1000.00	5/27/2017	Passed language proficiency test
Derebe, Genet	1000.00	5/27/2017	Passed language proficiency test
Fuentes, Rosa M	1000.00	5/27/2017	Passed language proficiency test
Dagne, Nigusie	1000.00	5/27/2017	Passed language proficiency test
Ashine, Elleni	1000.00	5/27/2017	Passed language proficiency test
Eversley, Noemi R	1000.00	5/27/2017	Passed language proficiency test
Ojeda, Angel	1000.00	5/27/2017	Passed language proficiency test
Soto, Grimilda A	1000.00	5/27/2017	Passed language proficiency test
Rondon, Amparo	1000.00	5/27/2017	Passed language proficiency test

<i>Name</i>	<i>Amount</i>	<i>Pay Period End</i>	<i>Reason for Bonus</i>
Andargie, Joseph B	1000.00	5/27/2017	Passed language proficiency test
Worku, Menen	1000.00	5/27/2017	Passed language proficiency test
Kassa, Solomon	1000.00	5/27/2017	Passed language proficiency test
Geberemedhin, Yodit	1000.00	5/27/2017	Passed language proficiency test
Alayu, Hiwot G	1000.00	5/27/2017	Passed language proficiency test
Abate, Abiye	1000.00	5/27/2017	Passed language proficiency test
Cheneko, Belayneh A	1000.00	5/27/2017	Passed language proficiency test
Hall, Deyanira	1000.00	5/27/2017	Passed language proficiency test

**9. Please provide a list of each collective bargaining agreement that is currently in effect for agency employees.**

- a. Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.
- b. Please provide, for each union, the union leader's name, title, and his or her contact information, including e-mail, phone, and address if available.
- c. Please note if the agency is currently in bargaining and its anticipated completion date.

**Union:** AFSCME 2401

**Leadership:** Wayne Enoch, President

**Agreement:** Master Agreement effective 9/30/2010 to present

**Contact:** [Wayne.Enoch@dc.gov](mailto:Wayne.Enoch@dc.gov); 202-724-7205; CFSA - 200 Eye Street, SE

No employees: 794

Status of Agreement: Active

**Union:** AFSCME 2092

**Leadership:** Keith (Larry) Washington, President

**Agreement:** Master Agreement effective 9/30/2010 to present

**Contact:** [Keith.Washington@dc.gov](mailto:Keith.Washington@dc.gov); 202-299-3158; DYRS - 450 H Street, NW

No employees: 4

Status of Agreement: Active

**Union:** AFGE 1403

**Leadership:** Olga Clegg, Vice President

**Agreements:** Working Conditions Agreement effective 10/1/2017 to 9/30/2020; Compensation Agreement effective 10/1/2017 to 9/30/2020

**Contact:** [Olga.Clegg@dc.gov](mailto:Olga.Clegg@dc.gov); 202-535-1914; DOH - 899 North Capitol Street, NE



No employees: 5

**Status of Agreement:** Signed on 10/31/2017, Mayor approved 1/16/2018

**Union:** All Unions under Compensation Units I & II

**Leadership:** Andrew Washington

**Agreement:** Compensation I & II Agreement

**Contact:** [awashington@districtcouncil20.org](mailto:awashington@districtcouncil20.org); 202-234-6506; AFSCME District Council 20, 100 M Street, SE

**No employees:** 798 (DHS only)

**Status of Agreement:** Ratified by Union and awaiting Council approval

**10. Please list in chronological order, any grievances filed by labor unions against the agency or agency management in FY16, FY17, or FY18, to date, broken down by source.**

- a. For each grievance, give a brief description of the matter as well as the current status.
- b. Include on the chronological list any earlier grievance that is still pending in any forum.
- c. Please describe the process utilized to respond to any complaints or grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received.
- d. For any complaints or grievances that were resolved in FY17 or FY18, to date, describe the resolution or outcome.

<i>Date</i>	<i>Grievance</i>	<i>Union</i>	<i>Agency Action/Policies Affected</i>	<i>Resolution (s)</i>	<i>Current Status</i>
3/17/2017	Workplace policy and procedures implemented by Anacostia Service Center Managers	AFSCME 2401	Implementation of DCAS & “new” Business Process	All parties met and discussed matter to satisfaction	No further action by union
Feb-17	Safety issues at the service centers; the implementation of DCAS and effect on ESA staff and services	AFSCME 2401	Implementation of DCAS	2/23/17 agency convened meeting with union leaders and agency shop stewards	4/3/17 agency provided formal response to grievance with specifics actions; no further action by union*

*\*Please see Attachment 10 - DCAS Grievance Response*

**11. Please list in chronological order, any additional employee grievances or complaints that the agency received in FY17 and FY18, to date, broken down by source.**

- a. For each, give a brief description of the matter as well as the current status.
- b. Include on the chronological list any earlier grievance that is still pending in any forum.
- c. Please describe the process utilized to respond to any complaints or grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received.

**d. For any complaints or grievances that were resolved in FY17 or FY18, to date, describe the resolution or outcome.**

The agency follows the protocol prescribed by between AFSCME and DC Government. This procedure is designed to enable the parties to settle grievances at the lowest possible administrative level. Therefore, grievances should be filed at the lowest level where resolution is possible. Accordingly, a grievance may be filed at the Step in the grievance procedure where the alleged action, which precipitated the grievance, occurred.

**Step 1:** The employee and/or the Union shall take up the grievance or dispute with the employee's immediate supervisor as soon as is practicable, but no later than fifteen (15) working days from the date of the occurrence or when the Union and/or the employee first had knowledge of or should have known of the occurrence. The supervisor shall attempt to adjust the matter and shall respond to the Steward as soon as is practicable, but not later than fifteen (15) working days after the receipt of the grievance.

**Step 2:** If the grievance has not been settled, it shall be presented in writing by the employee and/or the Union to the second level supervisor within ten (10) working days after the Step 1 response is due or received, whichever is sooner. The written grievance shall be clearly identified as a grievance submitted under the provisions of this Article, and shall list the contract provision violated, a general description of the incident giving rise to the grievance, the date or approximate date and location of the violation and the remedy sought. The second level supervisor shall respond to the Union and/or employee in writing within ten (10) working days after receipt of the written grievance.

**Step 3:** If the grievance is still unresolved, it shall be presented in writing by the employee and/or Union to the third level supervisor within ten (10) working days after the Step 2 response is due or received, whichever is sooner. The third level supervisor shall respond in writing (with a copy to the Local President) within ten (10) working days after receipt of the written grievance.

**Step 4:** If the grievance is still unresolved, it shall be presented by the employee and/or the Union to the Office of the Director or his/her designated representative, in writing within fifteen (15) working days after the Step 3 response is due or received, whichever is sooner. The office of the Director, or his/her designated representative shall respond in writing (with a copy to the Local President) within fifteen (15) working days after the receipt of the written grievance and a copy to the Office of Labor Relations and Collective Bargaining.

**Step 5:** If the grievance is still unresolved, the Union may by written notice request arbitration within twenty (20) days after the reply at Step 4 is due or received, whichever is sooner.

The table below outlines employee grievances as of February 14, 2018.

	<i>Date</i>	<i>Cause</i>	<i>Employee Action</i>	<i>Agency Action</i>	<i>Current Status</i>
1	Mar-17	Employee forged documents in course of employment	Admin Hearing conducted	Separated	Closed
2	Oct-15	Employee forged documents in course of employment	Admin Hearing conducted	Separated	Arbitration pending
3	Sep-17	Excessive absenteeism/tardiness	Admin Hearing requested	Separated	Arbitration pending
4	Oct-17	Excessive absenteeism/tardiness	Appeal filed with OEA	30 day suspension	Appeal pending
5	Jul-17	Dereliction of duties	Step 3 grievance filed; agency denied	3-day suspension	Step 4 grievance pending

**12. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY17 and FY18, to date, and whether or not those allegations were resolved. Please describe the nature of such resolution.**

The agency follows the protocol prescribed by Mayor's Order 2017-313, Sexual Harassment Policy, Guidance and Procedures: any claims of sexual harassment, which are made known to the agency are referred to Office of Human Rights (OHR) or an EEO counselor. There were no allegations of sexual harassment made in FY17. In FY18, there was one allegation of sexual harassment reported to the Agency's Sexual Harassment Officer on February 14, 2018. That allegation is under investigation.

**13. Please list the task forces and organizations of which the agency is a member and any associated membership dues paid.**

<i>Task Force/Organization Name</i>	<i>Agency Representative</i>	<i>Membership Dues?</i>
Age-Friendly DC	Laura Zeilinger, Director Dr. Sheila Jones, Chief, Adult Protective Services	No
State Early Childhood Development Coordinating Council	Anthea Seymour, ESA Administrator	No
National Association of State TANF Administrators (NASTA)	Anthea Seymour, ESA Administrator	No
American Association of SNAP Directors (AASD)	Anthea Seymour, ESA Administrator	No
Hoarding Task Force	Dr. Sheila Jones, Chief, Adult Protective Services	No
National Adult Protective Services Association	Dr. Sheila Jones, Chief, Adult Protective Services	Yes - \$500 annually
Council on Accreditation	Dr. Sheila Jones, Chief, Adult Protective Services	Yes - \$13,706 for re-accreditation
Juvenile Justice Advisory Group	Hilary Cairns, Deputy Administrator, Youth Services	No
American Public Human Services Association	Laura Zeilinger, Director	Yes – \$20,405 annually
Health Benefit Exchange Executive Board	Laura Zeilinger, Director	No
Medical Care Advisory Committee	Laura Zeilinger, Director	No
No Wrong Door	Laura Zeilinger, Director	No
Interagency Council on Homelessness	Laura Zeilinger, Director	No

Safer Stronger DC	Laura Zeilinger, Director	No
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## **BUDGET AND EXPENDITURES**

### **14. Budget**

- a. Please provide a table showing your agency's Council-approved original budget, revised budget (after reprogrammings, etc.), and actual spending, by program and activity, for fiscal years 2016, 2017, and the first quarter of 2018. For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).
- b. Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for fiscal years 2016 and 2017 for each program and activity code.
- c. Attach the cost allocation plans for FY17 and FY18.
- d. In FY16 or FY17, did the agency have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.

*Please see Attachment 14 - Budget and Expenditures.*

### **15. Please provide a table listing all intra-District transfers for FY17 and FY18 (YTD), as well as anticipated transfers for the remainder of FY18.**

- a. For each transfer, include the following details:
  - i. Buyer agency;
  - ii. Seller agency;
  - iii. The program and activity codes and names in the sending and receiving agencies' budgets;
  - iv. Funding source (i.e. local, federal, SPR);
  - v. Description of MOU services;
  - vi. Total MOU amount, including any modifications;
  - vii. Whether a letter of intent was executed for FY or FY18 and if so, on what date,
  - viii. The date of the submitted request from or to the other agency for the transfer;
  - ix. The dates of signatures on the relevant MOU; and
  - x. The date funds were transferred to the receiving agency
- b. Attach copies of all intra-district transfer MOUs or MOAs, other than those for overhead or logistical services, such as routine IT services or security.
- c. Please list any additional intra-district transfers planned for FY18, including the anticipated agency(ies), purposes, and dollar amounts.

*Please see Attachment 15 - Intradistrict Transfers.*

### **16. Please provide a table listing every reprogramming of funds (i.e. local, federal and SPR) into and out of the agency for FY17 and FY18, to date, as well as anticipated inter-agency reprogrammings for the remainder of FY18. Please attach copies of the reprogramming documents, including the Agency Fiscal Officer's request memo and the attached reprogramming chart. For each reprogramming, include:**

- a. The reprogramming number;
- b. The sending or receiving agency name;
- c. The date;
- d. The dollar amount;
- e. The funding source (i.e. local, federal, SPR);
- f. The program, activity, and CSG codes for the originating funds;
- g. The program, activity, and CSG codes for the received funds; and
- h. A detailed rationale for the reprogramming.

*Please see Attachment 16-17 - Reprogrammings.*

- 17. Please list, in chronological order, every reprogramming *within* your agency during fiscal year 2017 and 2018, to date, as well as any anticipated intra-agency reprogrammings. Please attach copies of any reprogramming documents. For each reprogramming, include:**

- a. The date;
- b. The dollar amount;
- c. The funding source (i.e. local, federal, SPR);
- d. The program, activity, and CSG codes for the originating funds;
- e. The program, activity, and CSG codes for the received funds; and
- f. A detailed rationale for the reprogramming.

*Please see Attachment 16-17 - Reprogrammings.*

- 18. For FY17 and FY18, to date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:**

- a. The revenue source name and fund code;
- b. A description of the program that generates the funds;
- c. The revenue funds generated annually by each source or program;
- d. Expenditures of funds, including the purpose of each expenditure; and
- e. The current fund balance (i.e. budget versus revenue)

*Please see Attachment 18 - Special Purpose Revenue.*

- 19. Please list all memoranda of understanding (“MOU”) and memoranda of agreement (“MOA”) entered into by your agency during FY17 and FY18, to date, as well as any MOU or MOA currently in force. (You do not need to repeat any intra-district MOUs that were covered in the question above on intra-district transfers.).**

- a. For each MOU, indicate:
  - i. The parties to the MOU or MOA
  - ii. Whether a letter of intent was signed in the previous fiscal year and if so, on what date,
  - iii. The date on which the MOU or MOA was entered,
  - iv. The actual or anticipated termination date,
  - v. The purpose, and
  - vi. The dollar amount.

- b. Attach copies of all MOUs or MOAs, other than those for overhead or logistical services, such as routine IT services or security.**
- c. Please list any additional MOUs and MOAs planned for FY18, including the anticipated agency(ies), purposes, and dollar amounts.**

DHS did not sign letters of intent for the MOAs below.

<i><b>FY</b></i>	<i><b>Partner Agencies</b></i>	<i><b>Admin</b></i>	<i><b>DESCRIPTION OF MOA</b></i>	<i><b>Date Signed</b></i>	<i><b>Termination Date</b></i>
17	DCPS	FSA	To provide educational records data to DHS, such as, but not limited to, attendance records of participants receiving PASS services. In turn, DHS was to provide DCPS with a list of participants who are actively receiving PASS services on a monthly basis. The exchange of this data enabled DHS to provide comprehensive behavioral health and intensive support services to PASS participants.	9-Jan-17	31-Aug-17
18	DCPS	FSA	To provide educational records data to DHS, such as, but not limited to, attendance records of participants receiving PASS services. In turn, DHS was to provide DCPS with a list of participants who are actively receiving PASS services on a monthly basis. The exchange of this data enabled DHS to provide comprehensive behavioral health and intensive support services to PASS participants.	1-Nov-17	31-Aug-18
18	OCA	ESA	To share certain Temporary Assistance for Needy Families (TANF) customer information with OCA to allow the OCA to work with ESA to draft letter to TANF customers who are due for renewal, and analyze whether the additional outreach can increase the response rates and to test whether the wording of the reminder letters affects response rates of TANF customers.	20-Dec-17	30-Sep-18
18	DOES, DBH, DDS, OSSE, WIC, OCA (District-Wide)	OD	To advance the development of a tool that would incorporate information derived from the performance measure to allow residents to search for service providers and make informed decisions about which providers best meet their needs. Parties will analyze wage and employment data related to participants in various workforce development programs.	1-Oct-17	1-Mar-18
18	DCHA	OD	To provide office space for designated DCHA staff within DHS headquarters in order for assigned staff to consistently and effectively collaborate with DHS Homeless Services staff in the processing and verification of applications for DHS housing program, including the Family Rehousing and Stabilization Program, Targeted Affordable Housing and Permanent Supportive Housing Programs.	5-Feb-18	30-Sep-18

*Please see Attachment 19 - MOAs.*

**20. Please list all capital projects in the financial plan and provide an update on all capital projects under the agency's purview in FY17 and FY18, to date, including projects that are managed or overseen by another agency or entity. Please provide:**

- a. A brief description of each project begun, in progress, or concluded in FY16, FY17, and FY18, to date;
- b. A status report on all capital projects including:
  - i. The amount budgeted, actual dollars spent, and any remaining balances;
  - ii. Start and completion dates; and
  - iii. Current status of the project.
- c. A list of which projects are experiencing delays, and which require additional funding;
- d. A status report on all capital projects planned for FY18, FY19, FY20, FY21, FY22, and FY23; and
- e. A description of whether the capital projects begun, in progress, or concluded in FY16, FY17, or FY18, to date, had an impact on the operating budget of the agency; if so, please provide an accounting of such impact.

*Please see Attachment 20 - Capital Projects.*

**21. Please list each grant or sub-grant, including multi-year grants, received by your agency in FY17 and FY18, to date. List the following:**

- a. Source,
- b. Purpose,
- c. Timeframe,
- d. Dollar amount received,
- e. Amount expended,
- f. How the grant is allocated if it is a multi-year grant, and
- g. How many FTEs are dependent on each grant's funding, and if the grant is set to expire, what plans, if any, are in place to continue funding the FTEs.

*Please see Attachment 21 - Grants Awarded to DHS.*

**22. Please describe every grant your agency is, or is considering, applying for in FY18.**

**Community Services Block Grant (CSBG)**

- Funding agency: U.S. Department of Health and Human Services Administration, Children and Families
- Legal authority: Community Services Block Grant of 1998, effective October 27, 1998 (P.L. 105-285; 42 U.S.C. 9901, et seq.)
- Description: CSBG is a federally funded anti-poverty block grant operated through a state-administered network of community and faith-based, not-for-profit organizations. The objective of CSBG is to address the causes of poverty by implementing programs and services that empower low-income families and individuals, revitalize low-income communities and improve the economic self-sufficiency of low-income customers. DHS is the state agency responsible for the management, administration and oversight of the CSBG and the United Planning Organization is the designated Community Action Agency responsible for creating, coordinating and delivering CSBG programs and services. The targeted program priority areas are:

- Education and employment,
- Income management and self-sufficiency,
- Housing,
- Health and nutrition, and
- Emergency services, coordination and linkage

#### Emergency Solutions Grant (ESG)

- Funding agency: U.S. Department of Housing and Urban Development
- Legal authority: Subtitle B of Title IV of the McKinney-Vento Homeless Assistance Act, 42 U.S.C. 11371 *et seq.*
- Description: The purpose of the ESG program is to assist individuals and families quickly regain stability in permanent housing after experiencing a housing crisis or homelessness. ESG provides grants by formula to aid homelessness prevention, emergency shelter and related services. DHS utilizes this grant funding for homelessness prevention efforts, and to support families in the Rapid Rehousing program by providing payments for rents and case management.

#### Family Violence Prevention & Services State Grant

- Funding agency: U.S. Department of Health and Human Services Administration, Children and Families
- Legal authority: Family Violence Prevention and Services Act, 42 U.S.C. 10401
- Description: This grant provides the primary federal funding stream dedicated to the support of emergency shelter and supportive services for victims of domestic violence and their dependents. DHS's Family Violence Prevention and Services Program:
  - Supports the establishment, maintenance and expansion local and community-based domestic violence programs and projects to prevent incidents of family violence, and
  - Provides immediate shelter and related assistance for victims of family violence and their dependents that meet the needs of all victims.

#### Food Stamp Administration Grant (SNAP)

- Funding agency: U.S. Department of Agriculture, Food and Nutrition Service
- Legal authority: The Food and Nutrition Act of 2008, effective October 1, 2008 (Pub. L. No. 110-246; 7 U.S.C. §§ 2011, *et seq.*), as amended; 1 DCMR §§ 5000 *et seq.*; and any applicable District and federal laws, regulations, and policies.
- Description: SNAP offers nutrition assistance to millions of eligible, low-income individuals and families and provides economic benefits to communities. The Food and Nutrition Service works with State agencies, nutrition educators, and neighborhood and faith-based organizations to ensure that those eligible for nutrition assistance can make informed decisions about applying for the program and can access benefits. In addition to utilizing this grant to help income eligible residents and families buy the food they need for good health, DHS administers the SNAP Employment and Training Program to assist SNAP recipients in gaining employment or skills that would increase self-sufficiency.

#### Medicaid

- Funding agency: U.S. Department of Health & Human Services
- Legal authority: 42 CFR 431.10
- Description: The Medicaid program is jointly funded by the federal government and states. DC Medicaid is a healthcare program that pays for medical services for qualified people. It helps pay for medical services for low-income and disabled adults, children and families. This grant is reimbursed based on DHS' approved cost allocation plan.

#### Refugee Resettlement Cash and Medical Assistance Grant (CMA)



- Funding agency: U.S. Department of Health and Human Services Administration on Children and Families, Office of Refugee Resettlement
- Legal authority: Section 412(e)(5) of P.L. 82-414, the Immigration and Nationality Act (8 U.S.C. 1522)
- Description: CMA reimburses states for services provided to refugees and other eligible persons, as well as associated administrative costs. DHS utilizes this grant to:
  - Help recently resettled refugees enroll in medical assistance programs
  - Refer them for health screenings,
  - Identify barriers to refugee self-sufficiency and well-being,
  - Provide basic health education and tools, and
  - Assist clients with resolution of health verification and billing issues.

#### Refugee Resettlement Social Services Grant

- Funding agency: U.S. Department of Health and Human Services Administration on Children and Families, Office of Refugee Resettlement
- Legal authority: Section 412(e)(5) of P.L. 82-414, the Immigration and Nationality Act (8 U.S.C. 1522)
- Description: This grant supports employability services and other services that address barriers to employment such as interpretation and translation services and day care for children. DHS's refugee employability services are designed to enable refugees to obtain jobs that will lead to self-sufficiency in the shortest time possible.

#### Shelter Plus Care Grant (S+C)

- Funding agency: U.S. Department of Housing and Urban Development
- Legal authority: Continuum of Care Program Interim Rule 24 CFR Part 578 [Docket No. FR-5476-I-01]
- Description: The S+C Program provides a variety of permanent housing choices, accompanied by a range of supportive services to formerly chronically homeless individuals and families that are disabled by substance use disorder or mental illness. DHS subgrantees manage the waiting list and referral process for these housing resources and administer S+C resources, including rent subsidies and case management services for homeless individuals and families.

#### Social Services Block Grant (SSBG)

- Funding agency: U.S. Department of Health and Human Services Administration, Children and Families
- Legal authority: Title XX of the Social Security Act, as amended.
- Description: SSBG is a flexible funding source that allows recipients to tailor social service programming to their population's needs. DHS utilizes SSBG funding to provide social services that:
  - Help reduce dependency and promote self-sufficiency,
  - Protect children and adults from neglect, abuse and exploitation, and
  - Assist individuals who are unable to take care of themselves to maintain stable housing solutions.

#### Temporary Assistance for Needy Families (TANF)

- Funding agency: U.S. Department of Health & Human Services, Office of Family Assistance
- Legal authority: The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996, as amended (Pub. L. No. 104-193, 42 U.S.C. §601 *et seq.*); 1 DCMR §§5000 *et seq.*; and any applicable District and federal laws, regulations, and policies.
- Description: States receive TANF block grants to design and operate programs that accomplish one of the purposes of the TANF program. DHS leverages this grant to provide cash assistance to help heads-of-households meet the needs of their family, as well as providing multiple services to help TANF customers obtain and retain employment.

23. Please list each contract, procurement, and lease leveraged in FY17 and FY18 (year-to-date) with a value amount of \$10,000.00 or more. “Leveraged” includes any contract, procurement, or lease used by DOES as a new procurement establishment (i.e. HCA, BPA, etc.), contract extension, and contract option year execution. This also include direct payments (if applicable). For each contract, procurement, or lease leveraged, please attach a table with the following information, where applicable:

**Part I**

- i. Contractor/Vendor Name;
- ii. Contract Number;
- iii. Contract type (e.g. HCA, BPA, Sole Source, single/exempt from competition award, etc.);
- iv. Description of contractual goods and/or services;
- v. Contract’s outputs and deliverables;
- vi. Status of deliverables (e.g. whether each was met or not met, in-progress, etc.);
- vii. Copies of deliverables (e.g. reports, presentations);
- viii. Contract Administrator name and title assigned to each contract and/or procurement;
- ix. Oversight/monitoring plan for each contract and associated reports, performance evaluations, cure notices, and/or corrective action plans;
- x. Target population for each contract (e.g. unemployed adults, homeless youth, DOES staff, etc.);
- xi. Subcontracting status (i.e. Did the Contractor sub any provision of goods and/or services with another vendor);
- xii. Solicitation method (e.g. competitive bid via GSA or DCSS, sole source, task order against other agency’s contract);
- xiii. CBE status;
- xiv. Total contract or procurement value in FY17;
- xv. Total contract or procurement value in FY18 (YTD);
- xvi. Period of performance (e.g. May 31 to April 30);
- xvii. Current year of contract (e.g. Base Year, Option Year 1, etc.);

*Please see Attachment 23 – Contracts and Leases.*

**Part II**

**Please attach monitoring documentation, including any monitoring reports or performance evaluations developed for use. If any contract is performance-based, specify the basis of performance (i.e. the metrics) and describe the payment formula.**

Vendor performance evaluations may be found on the OCP website:

[http://ocpapps.in.dc.gov/aspnet\\_ocpapps/SearchEval/EvalResultSearch.aspx](http://ocpapps.in.dc.gov/aspnet_ocpapps/SearchEval/EvalResultSearch.aspx)

**AGENCY PERFORMANCE, EVALUATION, AND DISPUTES**

24. Please list all pending lawsuits that name the agency as a party.

- a. Provide the case name, court, where claim was filed, case docket number, and a brief description of the case.
- b. Identify which cases on the list are lawsuits that potentially expose the District to significant financial liability or will result in a change in agency practices and describe the current status of the litigation.
- c. Please provide the extent of each claim, regardless of its likelihood of success.
- d. For those identified, please include an explanation about the issues involved in each case.

*Please see Attachment 24/25 - Pending Lawsuits and Settlements.*

- 25. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY17 or FY18, to date, including any covered by D.C. Code § 2-402(a)(3), which requires the Mayor to pay certain settlements from agency operating budgets if the settlement is less than \$10,000 or results from an incident within the last two years. For each, provide**

- a. The parties' names,
- b. The amount of the settlement, and
- c. If related to litigation, the case name, court where claim was filed, case docket number, and a brief description of the case, or
- d. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. Administrative complaint, etc.).

*Please see Attachment 24/25 - Pending Lawsuits and Settlements.*

- 26. Please list and describe any ongoing investigations, audits, or reports on the agency or any employee of the agency, or any that were completed during FY17 and FY18, to date. Please attach copies of any such document.**

<i>Name</i>	<i>Description</i>
Gift Card Program follow-up audit - OCFO	An Audit of Internal Controls over the Gift Card Program at the selected agencies of the human support services cluster (HSSC), including: 1) DYRS 2) CFSA 3) DHS 4) DOH and 5) DBH. This audit was requested by the Associate Chief Financial Officer (ACFO) for HSSC, and included in the OIO Audit Plan for FY18.
HUD Monitoring Review and Report Emergency Solutions Grant Program DC's Rapid Rehousing Program	Completed October 25, 2016, this HUD monitoring review of the District of Columbia's Rapid Rehousing program funded with Emergency Solutions Grant (ESG) program funds was conducted by HUD Field Office staff from April 25-29, 2016. The purpose of the review was to determine whether or not the District administered ESG-funded activities were consistent with regulatory and statutory requirements.
FSA Permanent Supportive Housing Program (PSHP) one-time audit - OIG	The OIG audit objectives were to determine whether DHS: (1) contracted with private organizations to provide case management services and adequately monitored contracted services provided; (2) program recipients met eligibility requirements; (3) complied with requirements of applicable laws, rules, regulations, policies, and procedures; and (4) established adequate internal controls to safeguard against waste, fraud, and abuse. The scope of the audit covered FYs 2013 through 2015.

<i>Name</i>	<i>Description</i>
DHS - FSA - Homelessness Continuum of Care (CoC) Programs in FY 2014 one-time audit - ODCA	The objective of this audit was to determine whether: DHS and The Community Partnership for the Prevention of Homelessness' (TCP) performance were consistent with the terms of the Continuum of Care management contract to ensure the provision of services to the District's homeless population. The scope was FY14.
2017 Annual Safeguard Security Report (SSR) – Internal Revenue Service (IRS)	Recipient agencies that legally receive federal tax information (FTI) directly from either the IRS or from secondary sources (e.g., Social Security Administration [SSA], Office of Child Support Enforcement [OCSE]), pursuant to IRC 6103 or by an IRS-approved exchange agreement, must have adequate programs in place to protect the data received, and comply with the requirements set forth in IRS Publication 1075, Tax Information Security Guidelines For Federal, State and Local Agencies. This annual report certifies that any outstanding actions identified by the IRS Office of Safeguards from the prior year's SSR have been addressed.
DHS - Family Services Administration Hotel and Motel Contracts one-time audit - OIG	The objectives of this evaluation were to: 1) assess the two hotel contracts to ascertain whether there are any terms or conditions that are unfavorable to the District or conflict with best practices or applicable criteria, and to identify recommendations for strengthening the effectiveness and sufficiency of the contracts; and 2) determine whether DHS maintains proper oversight of deliverables and the implementation of key contract terms.
FY16 Single Audit	FY 2016 Single Audit of Federal Awards Programs, including TANF, SNAP, Medicaid, CHIP
Medicaid, Children's Health Insurance Program (CHIP)	The PERM program measures improper payments in the Medicaid program and Children's Health Insurance Program (CHIP). The improper payment rates are based on reviews of the fee-for-service (FFS), managed care, and eligibility components of Medicaid and CHIP. See 42 CFR §431 Subpart Q
Medicaid, Children's Health Insurance Program (CHIP) annual report	The MEQC program is a separate eligibility review program set forth in section 1903(u) of the Social Security Act (the Act) and requires states to report to the Secretary the ratio of States' erroneous excess payments for medical assistance under the state plan to total expenditures for medical assistance. See 42 CFR §431 Subpart P
Quality Control (QC) Integrity Management Evaluation (ME) Review	The purpose of the review is to verify the District's compliance with Federal regulations governing the QC review process.
Supplemental Nutrition Assistance Program (SNAP) Corrective Action Plan (CAP)	Update reflecting Quality Control findings for Fiscal Years 2014, 2015, 2016 and 2017YTD. The CAP is based on the requirements of the Code of Federal Regulations 7, Subpart E, Section 275.16. Corrective action planning is the process by which the District of Columbia determines the appropriate actions needed to substantially reduce or eliminate deficiencies in SNAP operations.
District of Columbia Access System (DCAS) Corrective Action Review (CAR)	The review was conducted at the Anacostia, Congress Heights, and Taylor Street Service Centers during the week of December 12, 2016. FNS sent a report of findings to the District in March 2017 and the corrective action response (CAR) was submitted in June 2017. A validation review was conducted in September 2017.

Office of the District of Columbia Auditor reports and the current status can be found here:  
<http://www.dcauditor.org/reports/>.

Office of the Inspector General audit and investigation reports and the current status can be found here:  
<https://oig.dc.gov/service/oig-reports>.

The Office of the Chief Financial Officer (OCFO) FY16 Single Audit of federal award programs, including the SNAP, TANF, and Medicaid programs, can be found here:  
[https://cfo.dc.gov/sites/default/files/dc/sites/ocfo/publication/attachments/DC%20UG%20FS%202016%20FINAL\\_0.pdf](https://cfo.dc.gov/sites/default/files/dc/sites/ocfo/publication/attachments/DC%20UG%20FS%202016%20FINAL_0.pdf).

*Please see Attachment 26 – Reports.*

#### Employee and Contractor Investigations/Allegations

<i>Fiscal Year</i>	<i>Open</i>	<i>Closed</i>	<i>Total</i>
FY17	118	54	172
FY18	180	165	345

Note: The above cases involve sensitive employee information and it is agency practice to protect the privacy of personnel.

#### **27. Please provide a copy of the agency’s FY17 performance accountability report.**

- a. Please explain which performance plan strategic objectives and key performance indicators (KPIs) were met or completed in FY17 and which were not.**
- b. For any met or completed objective, also note whether they were completed by the project completion date of the objective and/or KPI and within budget. If they were not on time or within budget, please provide an explanation.**
- c. For any objective not met or completed, please provide an explanation.**

*Please see Attachment 27 - FY17 PAR.*

\* DHS is reporting on the status of Strategic Initiatives (as opposed to strategic objectives) and Key Performance Indicators from our 2017 Performance Accountability Report. The statuses are defined as Met, Nearly Met, and Unmet.

#### Met Strategic Initiatives

##### Implement the Business Process Redesign (BPR) (100% Complete)

- Completed by the project completion date of the initiative and within budget

##### Landlord Risk Reduction Fund (100% Complete)

- Completed by the project completion date of the initiative and within budget

##### Increase the Engagement Level of TANF Customers (100% Complete)

- Completed by the project completion date of the initiative and within budget

##### Refine Homeless Youth Strategy (100% Complete)

- Completed by the project completion date of the initiative and within budget

##### Expand the Parent and Adolescent Support Services (PASS) and Alternatives to Court Experience (ACE) Programs (100% Complete)

- Completed by the project completion date of the initiative and within budget

#### Met KPIs

Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year.

- Completed by the project completion date of KPI and within budget

Percent of youth engaged in the Parent and Adolescent Support Services Program (PASS) and the Alternatives to the Court Experience Diversion Program (ACE) who show functional improvement at closure as indicated by statistically significant declines in their Child and Adolescent Functional Assessment Scale (CAFAS) Scores.

- Completed by the project completion date of KPI and within budget

Percent of youth engaged in the ACE and PASS programs who complete the programs without additional legal involvement.

- Completed by the project completion date of KPI and within budget

Percent of work-eligible participants assigned to TANF employment service providers (out of all work-eligible participants).

- Completed by the project completion date of KPI and within budget

Call Center: average hold time.

- Completed by the project completion date of KPI and within budget

Number of families provided with crisis intervention and stabilization services through the Strong Families Program.

- Completed by the project completion date of KPI and within budget

Percent of referrals in nonemergency cases where initial client contact and investigation takes place within ten working days for the Adult Protective Services Program.

- Completed by the project completion date of KPI and within budget

#### Nearly Met Strategic Initiatives

Implement the Elder Justice Initiative Grant (75-99% Complete).

- The project was not fully implemented in FY17 due to the federal government's delay in completing the inter-rater reliability and field testing for risk assessment. The testing criteria must be met in order to gain certification of the assessments for implementation in the field. Certification is based on the data extract of one year or APS cases, which required intense research and statistical analysis. Since implementation of three of the four customized Structured Decision Making (SDM) assessment tools, progress in FY18 Q1 has involved troubleshooting and resolving database/technology concerns, while streamlining and optimizing current practice. This continues to lay the groundwork for implementation of the fourth and final assessment which identifies client risk and the level of severity

Refine Strategy to Divert and Exit Families from Homelessness (75-99% Complete).

- There were initial delays with developing the RFA for the shallow subsidy and the policies and protocol for CAHP. Both were finalized and launched by the end of FY18 Q1.

Bring Housing Support System for Individuals Experiencing Homelessness to Scale (75-99% Complete).

- The majority of components included in this initiative were completed. However, one component remained outstanding at the close of FY17. To complete this initiative, DHS will continue to work with the Interagency Council on Homelessness and community providers to leverage Medicaid to pay for case

management services. As of FY18 Q1, DHS has completed the crosswalk for merging Permanent Supportive Housing (PSH) Human Care Agreement and PSH case management standards. DHS has developed and communicated performance metrics and monitoring tools with PSH providers, and has begun development of staffing and qualification models to prioritize caseload delivery based on acuity and levels of service needs.

Implement a TANF Hardship Policy for Customers (75-99% Complete).

- The Budget Support Act provided funding to implement this initiative in the second half of FY18.

Enhance the TEP Providers' Quality of Services (75-99% Complete).

- Currently, there is a continuation of services of the existing providers until TANF employment program system is adjusted to support the complicated incentive system within the new contract model. DHS will award the new human care agreements once the system changes are implemented in FY18.

Family Resource Simulator (FRS) (75-99% Complete).

- The Family Resource Simulator calculator has been substantially completed, tested, and presented to DHS staff. There is some outstanding development and DHS initiated a no cost extension on the contract through the first quarter of FY18 to complete the refining and development of the product.

Nearly Met KPIs

Percent of teen parents receiving services from the Teen Parent Assessment program who are consistently attending their educational program (high school, GED, or other program) or who consistently attended and fulfilled the other requirements to successfully complete their educational program.

- TPAP receives referrals from two streams: the Economic Security Administration (ESA) and the community. Teen parents referred through ESA are required to consistently attend their educational program in order to continue receiving TANF. Teen parents referred through the community do not have the educational requirement. In FY17, DHS saw an increase in community referrals, which meant that teen parents were more likely to not attend their educational program in comparison to their TANF referred counterparts.

Percent of youth engaged in the ACE and PASS programs who show more than 15% improvement in attendance when truancy is a referring behavior.

- In FY17, PASS exceeded the KPI target, but ACE reduced the overall percentage. Youth are diverted to ACE for truancy and delinquency offenses. In FY17, the majority of ACE referrals were for delinquency offenses. However, a large percentage of these youth were also truant at the time of referral. ACE may prioritize services related to the delinquency offense over truancy depending on the youth's needs.

Unmet Strategic Initiatives

Implement the Online Customer Portal (0-24% Complete).

- The Online Customer Portal for the DC Access System (DCAS) has been postponed for the remainder of FY17. The Office of the Chief Technology Officer Provided direction that the portal will be implemented in late FY18 or FY19.

Establish a Downtown Day Center (50-74% Complete).

- After considerable engagement with stakeholders, the scope of services and location requirements were refined. The Agency is planning to solicit for and open a Day Center in FY18.

Unmet KPIs

Percent of program participants fully participating of those assigned to an TANF employment service provider.

- Although participation was high in the beginning of the FY, the participation rate did not hit the target. Program design changes are being explored in FY18 to address this shortfall.

Number of newly employed TANF participants.

- The number of FY17 is lower due to the decrease in the overall TANF caseload. This KPI is not indicative of performance or success. This measure will be adjusted in the FY18 plan to show the employment rate rather than the count.

Number of TANF participants who started new educational and training programs.

- The number of FY17 is lower due to the decrease in the overall TANF caseload. This KPI is not indicative of performance or success. This measure will be adjusted in the FY18 plan to show the employment rate rather than the count.

Service Center: average wait time in minutes.

- As the BPR rolled out in different centers during FY17, the system for tracking wait times migrated from an in-house queuing system to a new more robust system called PaTHOS. The FY17 goal was based on the old tracking system times, which seems to have some data quality/completion limits. The queuing system change makes the performance against target less meaningful. Also, the wait times did increase during the initial BPR rollout phase, as anticipated, and have been gradually decreasing as the new BPR has been operationalized. The centers are also experiencing a reduction in backlogs and wait times for non-lobby cases as well as a decrease in repeat visitors, as the "one and done" application processing is successfully performed.

Food Stamp Error Rate.

- DHS experienced an increase in the SNAP error rate due to the implementation of the new system. As the system stabilizes, DHS anticipates the error rate will decrease.

Call Center: average abandonment rate.

- As with any systemic change, there was a surge of calls following DCAS's implementation. This affected the abandonment rate. During the second half of FY17 (Q3 and Q4), both the total number of calls and the rate significantly decreased.

Percent of cases where investigations, substantiation of allegations, the provision of services to mitigate immediate risk have been completed and are closed or transferred to the continuing services unit are completed within sixty working days for the Adult Protective Services Program.

- APS experienced a staffing shortage in FY17, which decreased available staff's ability to close cases. The staffing shortage was the result of employees on FMLA and a retirement that had a delayed backfill. DHS anticipates the percentage to increase once APS staffing is stabilized in FY18.

**28. Please provide a copy of your agency's FY18 performance plan as submitted to the Office of the City Administrator. Please discuss any changes to outcomes measurements in FY17 or FY18, including the outcomes to be measured, or changes to the targets or goals of outcomes; list each specifically and explain why it was dropped, added, or changed.**

*Please see Attachment 28 - FY18 Performance Plan.*

Revised KPIs

2017: Number of newly employed TANF participants

2018: Number of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)



- The 2017 KPI didn't properly reflect the progress in this measure since the number of participants (work eligible customers) fluctuates. The revised measure is a rate so it adjusts for fluctuations in the number of participants and effectively captures the success with employment placements.

2017: Number of TANF participants who started new educational and training programs

2018: Number of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)

- The 2017 KPI didn't properly reflect the progress in this measure since the number of participants (work eligible customers) fluctuates. The revised measure is a rate so it adjusts for fluctuations in the number of participants and effectively captures the success with employment placements.

2017: Percent of program participants fully participating of those assigned to a TANF employment service provider

2018: Percent of TANF Employment Program Participants Who Participated in Eligible Activities

- The 2017 KPI didn't properly reflect the progress in this measure since the number of applicable population (work eligible customers) changes. Also, the 2017 participation rate did not fully credit activities that do not meet the federal definition of participation. Accordingly, this KPI is not indicative of performance or success and has been revised in the FY18 plan.

2017: Service Center: average wait time in minutes

2018: Service Center Average Wait Time in Lobby (minutes)

- Customers may wait internally in the lobby of the service center or they may wait for an update from staff following their visit/documentation drop off at the service center. ESA began tracking both types of waits in 2018 and clarified the measure to indicate which type.

#### Revised Workload Measures

2017: Number of calls received

2018: Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)

2018: Call Center: Average Number of Calls Served (Per Month)

- This workload measure has been revised for clarity because not every call received is served due to abandonment. These revised measures provide a basis for the abandonment rate but also reflect the true workload of call centers.

2017: Number of client visits at service centers (monthly average)

2018: Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)

- This workload measure was revised for clarity and to reflect the current method of data tracking.

2017: Total number of families (newly approved) for TANF by month

2018: Average Number of Families Entering TANF (Per Month)

- This workload measure has been revised for clarity.

2017: Total number of families exiting TANF

2018: Average Number of Families Exiting TANF (Per Month)

- This workload measure has been revised for clarity.

2017: Total number of households receiving TANF case benefits (monthly average)

2018: Average TANF Caseload (Per Month)

- This workload measure has been revised for clarity.

2017: Number of SNAP applications (monthly average)

2018: SNAP: Average SNAP Caseload (Per Month)

- This workload measure has been revised for clarity.

2017: Number of re-certification applications accepted for SNAP

2018: SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)

- This workload measure has been revised for clarity.

#### Removed KPIs

2017: Number of families provided with crisis intervention and stabilization services through the Strong Families Program

- The Strong Families Program provides families with an array of supports, including seasonal assistance with utilities. While DHS continues to track this metric internally, this KPI was removed because it represents a count of families receiving any type of support through the program and doesn't differentiate between the types of services rendered. Accordingly, this KPI doesn't have strong evaluative significance as a performance measure.

2017: Number of program participants exiting TANF due to earnings

- Issues with exit reason data reporting made this KPI unreliable.

2017: Percent of those in active employment at the end of the month (point-in-time)

- Reporting capabilities of the current CATCH database make it difficult to accurately maintain employment data.

2017: Percent of work-eligible participants assigned to TANF employment service providers (out of all work-eligible participants)

- Removed due to the changes in the TANF policy which would affect the underlying assumptions in this data. Existing KPIs were revised and new indicators were added to gauge performance along these lines.

2017: Percent of cases where investigations, substantiation of allegations, the provision of services to mitigate immediate risk have been completed and are closed or transferred to the continuing services unit are completed within sixty working days for the Adult Protective Services Program

- While DHS continues to monitor and track this metric internally, due to the number of parties involved in these cases and the deliberative nature of the investigative process, this metric isn't a particularly salient measure of the performance of DHS's Adult Protective Services Program or an adequate indicator for process improvement.

#### Removed Workload Measures

2017: Number of clients receiving a combination of 3 benefits (TANF, SNAP, and Medicaid)

- Data is sourced from three different systems (DCAS R1, DCAS R2, and ACEDS) thus, merged data is unreliable as a workload measure.

2017: Number of Medicaid re-certifications that are submitted

- Data is sourced from two systems (DCAS R1 and ACEDS) thus, merged data is unreliable as a workload measure.

2017: Number of Medicaid re-certifications that are approved

- Data is sourced from two systems (DCAS R1 and ACEDS) thus, merged data is unreliable as a workload measure.

#### Added KPIs

2018: Percent of Newly Employed Customers Earning a DC Living Wage

- A new KPI to track progress on one of the goals for the ESA TANF employment program - to improve the economic security level by helping TANF participants earn more income through employment.

2018: Service Center Average Wait Time in non-Lobby (days)

- A new KPI to assess the efficiency of the non-lobby process.

2018: Service Center Same Day Completion Rate (% of Lobby Cases)

- A new KPI aiming to minimize any repeat or multiple visits by the same customer for the same purposes.

2018: SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)

- KPI added to track the efficiency of the SNAP application process, in addition to the indicator for SNAP application error rate.

2018: Percent of Emergencies Responded to Within 24 Hours by Adult Protective Services

- This measure was added to track APS's ability to rapidly respond to the most urgent inquiries submitted to their office.

2018: Youth Diverted from Shelter Placement

- KPI added to track the performances of DHS's Youth Services Division

2018: Youth Shelter Exits to Permanency

- KPI added to track the performances of DHS's Youth Services Division

Added Workload Measures

2018: Number of Families Re-certified for TANF Eligibility (Per Month)

- The number of families recertified is an important TANF workload measure.

2018: SNAP: Number of Households New Approved for SNAP and Receiving SNAP Benefits (Per Month)

- This workload measure was added to assess the number of new SNAP cases.

2018: Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)

- This workload measure was added to count the total number of individuals enrolled in the Alliance program in a given month.

2018: Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month) Medical Assistance

- This workload measure was added to count the total number of individuals enrolled in Medicaid in a given month.

2018: Average Daily Number of Non-lobby Cases at Service Centers (Per Month) Service Centers

- This new workload measure was added to indicate the level of non-lobby workload in service centers.

**29. Please provide the number of FOIA requests for FY17 and FY18, to date, that were submitted to your agency.**

- a. Include the number granted, partially granted, denied, and pending.**
- b. Provide the average response time, the estimated number of FTEs required to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.**

*Please see Attachment 29 - FY17 FOIA Report.*

As of February 9, 2018 DHS has received 16 FOIA requests in FY 2018. Ten (10) were granted, three (3) were denied, one (1) was partially granted, and two (2) were referred to another agency. Under our new FOIA Response Protocol, there are six (6) DHS employees with responsibilities related to processing FOIA requests: the FOIA Officer; three Program Staff (for researching, compiling information and copying); one OGC administrative assistant (for additional copying, if necessary); and the General Counsel (for final review before release to the requester, if necessary).

- c. Did the agency file a report of FOIA disclosure activities with the Secretary of the District of Columbia? Please provide a copy of that report as an attachment.**

*Yes, please see Attachment 29 - FY17 FOIA Report.*

- 30. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY17 and FY18, to date. Please attach a copy if the study, research paper, report, or analysis is complete. For each study, paper, report, or analysis, please include:**

- a. The name,**
- b. Status, including actual or expected completion date,**
- c. Purpose,**
- d. Author, whether the agency or an outside party,**
- e. Reference to the relevant grant or contract (name or number) in your responses above, and**
- f. Source of funding (program and activity codes) if not included in responses above.**

<i>Name</i>	<i>Status</i>	<i>Completion Date</i>	<i>Purpose</i>	<i>Author</i>	<i>Grant or contract</i>	<i>Source of Funding</i>
Recommendations for Development of a TANF Hardship Extension Policy for Washington, DC	Complete	October 10, 2016	Documents the recommendations, deliberations, and stakeholders' feedback for developing a hardship extension policy and related improvements to DC's TANF program	Prepared by Barbara Poppe and Associates in partnership with the Economic Security Administration (ESA)	Public Performance Management (FY16 funding)	Local
TANF Recertification	Data Gathering Complete	Spring, 2018	Determine whether additional outreach increases the likelihood a customer will recertify for TANF benefits	DC Lab	N/A	N/A

<i>Name</i>	<i>Status</i>	<i>Completion Date</i>	<i>Purpose</i>	<i>Author</i>	<i>Grant or contract</i>	<i>Source of Funding</i>
TANF Survey	Planning	Spring, 2018	Baseline TANF customer base to understand impact of new TANF policy	Yale University	Donation Agreement	N/A

**31. Please list all reports or reporting currently required of the agency in federal law, the District of Columbia Code, or Municipal Regulations. For each, include**

- a. The statutory code or regulatory citation;**
- b. Brief description of the requirement;**
- c. Any report deadlines;**
- d. Most recent submission date; and**
- e. A description of whether the agency is in compliance with these requirements, and if not, why not.**

<i>Citation</i>	<i>Description of the requirement</i>	<i>Deadline</i>	<i>Most recent submission</i>	<i>Description of whether the agency is in compliance</i>
D.C. Official Code § 4-754.53(c)	Report on Shelter Monitoring	Annually	3/17	In compliance
D.C. Official Code § 4-756.04.	Report on data from the Interim Eligibility Program	Annually by February 1 to the ICH and DC Council	Pending	Pending
D.C. Official Code § 4-771.01(e)	Report on the operations and services of the Homeless Prevention Program	Annually by January 1 to the DC Council	Pending	Pending
D.C. Official Code § 7-1913	Report on data from Adult Protective Services annually	Annually to the DC Council	Pending	Pending
7 CFR §272.2(c)	Report on SNAP Administration	Defined in the District's State Plan	8/11/17	In compliance
45 CFR§596.17 Section 404(d) of the Social Security Act	Social Service Block Grant Intended Use Plan	Annually on September 1	FY18	In compliance
45 CFR§596.17 Section 404(d) of the Social Security Act	Social Service Block Grant Post Expenditure Reports	Annually on March 30	FY17	In compliance

<i><b>Citation</b></i>	<i><b>Description of the requirement</b></i>	<i><b>Deadline</b></i>	<i><b>Most recent submission</b></i>	<i><b>Description of whether the agency is in compliance</b></i>
TANF State Plan	Description of the State TANF Plan for the District of Columbia	Every three years on 12/31	12/31/18	In compliance
SNAP Annual Report	Report of activities and requirements associated with the SNAP program	Annually on August 15	7/15/17	In compliance
ACF 204	TANF Annual Report: Description of Activities in the TANF program	Annually on 12/31	12/31/17	In compliance
ACF 4125	Report on Children in Foster Homes	Annually on 12/31	12/31/18	In compliance
TANF Closed Case Report	Report on all closed TANF cases in previous quarter	45 days after the close of the previous quarter	2/14/18	In compliance
TANF Active Case Report	Report on all Active TANF cases in previous quarter	45 days after the close of the previous quarter	2/14/18	In compliance
TANF Aggregate Report	Aggregate numerical report of TANF caseload in previous quarter	45 days after the close of the previous quarter	2/14/18	In compliance
SNAP 583 Quarterly Report	Source of state data about work registrant and E&T participation figures. FNS regulation 7 CFR 273.7(c)(8) requires State agencies to submit quarterly Employment and Training (E&T) Program Activity Reports.	Due 45 days after the completion of each quarter in the fiscal year	2/15/18	In compliance
7 CFR 274.6(b)(2)	SNAP Electronic Benefit Transfer (EBT) Multiple Card Replacement Reports, trafficking of cards, and EBT out-of-state usage.	Quarterly	January 2018	In compliance

<i>Citation</i>	<i>Description of the requirement</i>	<i>Deadline</i>	<i>Most recent submission</i>	<i>Description of whether the agency is in compliance</i>
<u>42 CFR §431 Subpart Q</u>	The PERM program measures improper payments in the Medicaid program and Children's Health Insurance Program (CHIP). The improper payment rates are based on reviews of the fee-for-service (FFS), managed care, and eligibility components of Medicaid and CHIP.	Annually	September 2016	In compliance
42 CFR §431 Subpart P	The MEQC program is a separate eligibility review program set forth in section 1903(u) of the Social Security Act (the Act) and requires states to report to the Secretary the ratio of States' erroneous excess payments for medical assistance under the state plan to total expenditures for medical assistance	Off-Years of the PERM Cycle	2015	In compliance
SNAP Quality Control Report	Monthly report to ensure the integrity of SNAP programs.	Monthly	February 2018	In compliance
366-B –SNAP Program	Report to USDA of fraudulent activity in the SNAP program	Quarterly	January 31, 2018	In compliance
Federal regulations at 7 CFR 275.16(b) and Administrative Notice 21-2005	Corrective action planning is the process by which State agencies shall determine appropriate actions to substantially reduce or eliminate deficiencies in program operations and provide responsive service to eligible households. In planning corrective action, the State agency shall coordinate actions in the areas of data analysis, policy development, quality control, program evaluation, operations, administrative cost management, civil rights, and training to develop appropriate and effective corrective action measures.	Semi-annual CAP updates on May 1st and November 1st	1/1/17	In compliance

**32. Please discuss performance evaluations.**

- a. Does the agency conduct annual performance evaluations of all its employees?
- b. Who conducts such evaluations?
- c. What steps are taken to ensure that all agency employees are meeting individual job

### requirements?

Yes, performance plans and evaluations are submitted for all employees. 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.

**33. Please list all recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during FY16, FY17, or FY18, to date. Please provide an update on what actions have been taken to address each recommendation. If the recommendation has not been implemented, please explain why.**

<i>Office of DC Auditor - Implementation Recommendations (TCP)</i>	<i>Status Update</i>
To the extent that DHS continues to contract for the management of homeless services, the agency should carefully review the required deliverables for future contracts, design a contract oversight plan that includes regular performance assessment metrics of the contractor, and assign sufficient personnel to perform contract administration.	Reports completed 09/30/16.
DHS should ensure that TCP submits the required monthly and annual performance reports, based on subcontract services to be provided, for each Contract Line Item Number (CLIN) and subcontract, as well as monthly invoices that detail the quantity of services provided for each CLIN and subcontract.	In progress. Updated completion date: 03/18.
DHS should invest in staffing for homeless services contract administration, including expanding the team, outlining specific responsibilities and providing for creation of data reports in HMIS	Implemented 07/18/17.
DHS should review and revise the performance expectations of homeless services contract administrators and incorporate these detailed responsibilities into the contract administrators' annual performance assessments.	Implemented 06/13/16.
Policymakers, including the Mayor and Council, with the assistance of the Chief Financial Officer, should devise a more suitable annual funding cycle for ongoing critical services that does not rely on a series of budget and contract modifications, including working with federal counterparts as necessary.	Not Applicable to DHS.
DHS should develop a solicitation plan including justification for which services should be competitively bid and a timeline for solicitations going forward.	Implemented. Reports done by 09/30/16.
DHS should review the number of staff in OPRMI to determine if additional employees are necessary or other staff can assume additional responsibilities to ensure reports are sent to the providers in a timely manner.	Implemented 05/19/17.
DHS should hold TCP accountable for the implementation of its program rules strategy in its annual performance review.	In progress. Updated completion: 03/18.



<b>Office of DC Auditor - Implementation Recommendations (TCP)</b>	<b>Status Update</b>
With feedback from TCP and providers, DHS should assess which training TCP is to provide and how often, and this information should be included in the contract and annual performance reviews.	Closed 06/13/16. Management accepts risk.
Determine the programs / facilities for which TCP shall be responsible for providing security services, including the number of security personnel	Implemented 11/16
Require that TCP submit, for agency approval, revised subcontract templates by program type (transitional housing, outreach, etc.)...	Implemented 02/17/17
DHS should require TCP to include monitoring of specific contract elements in the Performance Monitoring plan [...]; that the plan be circulated to all of the subcontractors and include, when necessary, training to ensure subcontractors are familiar with the terms and requirements; and assess TCP's compliance on an annual basis.	In progress. Updated completion: 03/18.
DHS should be consistent in enforcing guidance including communicating with the UPO and Catholic Charities that they must comply with TCP's Policies and Procedures as Continuum of Care Subcontractors.	Implemented and approved 12/06/16.
Work with the Office of Contracting and Procurement and TCP to bring CLIN amounts closer to annual costs	No action intended, management accepts risk. Closed 04/28/17.
Require TCP to reprogram budget authority or submit budget modifications if necessary.	No action intended, management accepts risk.
DHS should ensure that TCP only provides repair and maintenance of designated District-owned facilities and should include all relevant attachments in the contract to clarify which facilities TCP can provide repair and maintenance to.	No action intended, management accepts risk.
Develop policies and procedures for the PSHP, which includes detailed processes for communicating timely	No longer applicable.
Ensure it has full, complete, and accurate data as it relates to its clients (i.e., current client list, rental...	Implemented 11/01/15.
Advise TCP to pay security deposits and monthly rental payments that are stipulated in the lease.	Closed 06/13/16. No longer applicable.
Advise TCP to comply with the contract's record retention requirement by strengthening its storage and organization of PSHP	Closed 06/13/16. No longer applicable.
Enter into written agreements with TCP on the Families and Singles CLINs and include and include clear guidance on how to bill specific costs, as well as detailed performance metrics	Implemented 11/01/15.
Determine how TCP should allocate the Sweat Equity costs.	Implemented 06/07/16.

<b><i>Office of DC Auditor - Implementation Recommendations (TCP)</i></b>	<b><i>Status Update</i></b>
DHS should enter into a written agreement with TCP on the management of D.C. General, including the review and approval of a detailed budget annually.	Implemented 02/17.
Consult with the DC Council about the use of ERAP funds to cover RRH costs.	06/13/16 no longer applicable
Work with TCP to develop and approve detailed RRH Policies and Procedures that include procedures	Approved. No longer applicable.
Verify that providers are complying with program requirements related to recertification and regularly review	Approved. No longer applicable.
Advise TCP to resolve data issues so that data analysis can be conducted to track all clients' rental	Approved. No longer applicable.
Promptly finalize rule-making for the RRH program.	Approved. No longer applicable.
Advise TCP to comply with the contract's record retention requirement by strengthening its storage and organization of RRH leases and supporting documentation.	Approved. No longer applicable.
Create sub-CLINs for One-Time Costs and Rent for tracking and planning..	Approved. No longer applicable.
Enter into written agreements with TCP for RRH, with detailed performance metrics, i.e., timely rent payment	Approved. No longer applicable.
Enter into a written agreement with TCP for LRSP that includes detail on allowable costs	Approved. No longer applicable.
Regularly review LRSP transactions for compliance.	Approved. No longer applicable.
Determine whether it is appropriate for TCP to receive an administrative fee for managing itself.	No action intended, management accepts risk.
Require TCP to competitively bid the 10 services that TCP self-managed.	No action intended, management accepts risk.

<b><i>OIG PSHP Review Recommendations</i></b>	<b><i>Status Update</i></b>
Assess the duties and responsibilities of the CA and adequately staff oversight of the HCA and CoC Contracts.	An assessment of the CA duties and responsibilities has been performed. The assessment has resulted in the development of CA Monitoring Plans for PSHP contracts. In addition to a designated Contract Administrator, DHS has expanded the CoC contract administration team to include additional

<i><b>OIG PSHP Review Recommendations</b></i>	<i><b>Status Update</b></i>
	monitoring staff.
Develop and implement controls to periodically review agreements and contracts to ensure that contractors / providers are performing and providing deliverables as required.	DHS developed controls to periodically review agreements and contracts including contractor/provider performance and process documentation has been prepared.
Provide guidance and training to CA's to ensure that that they are knowledgeable of the existing HCA's statement of work.	All CAs are required to take the two-day Contract Administrator training, Introduction to Government Contracting, and trainings in PASS and SOAR. CAs are encouraged to attend additional skill enhancement training (such as Effective Statements of Work, QuickBase, Excel, etc.). CAs are also provided training on proper invoice review and payment procedures, and work closely with peer mentors during the onboarding process. FSA worked with the Office of Contracts and Procurement to develop additional training opportunities for CA staff.
Amend the HCA and develop and implement corresponding policies and procedures to reflect the HSP monitoring unit's responsibilities for conducting visits to providers.	DHS has amended the HCA and HSP monitoring process and monitoring plan documentation has been completed.
Establish written policies and procedures for determining PSHP eligibility and document placements of participants deemed eligible.	DHS submitted the Policy and Procedures for PSHP Eligibility to OIG and documentation is maintained in DHS clients and HtH (input by staff with entry role and can be only modified by those with modification roles).
Develop and implement controls to ensure that all payments made comply with the requirements of the OCFO's Financial Policies and Procedures Manual.	DHS invoice certification practices were and are in full compliance with the OCFO Financial Policies and Procedures Manual.
Establish controls to ensure that PSHP participants who opt out of Case Management are monitored in accordance with DHS requirements.	DHS maintains a record of opt-out participants in the HtH database. Process controls have been documented.
Develop and implement procedures to ensure monthly rental subsidy payments reports are reviewed and reconciled to the HtH database of recipients.	The HSP worked with OIS representatives to develop a system that would compile all payments to be made the following month and compare it to the monthly reports provided by DCHA. Due to limitations of the HSP-HTH system, this approach did not work. DHS is currently working with DCHA to revise their reports to include unique identifiers for all clients to be matched in both databases. Testing of a solution is ongoing.
Recoup overpayments made to landlords by TCP.	DHS has collected 100% of the overpayment from one landlord, and continue efforts to obtain overpayment from the second landlord. OAG Agreed to File Action on behalf of DHS for Overpayment made in the second.

<b><i>OIG Hotel Contracts Recommendations</i></b>	<b><i>Status Update</i></b>
Amend the Quality Inn and Suites contract, the Days Inn Gateway contract, and TCP's CoC contract, to ensure inspection responsibilities and requirements at the two hotels are clearly defined.	DHS's planned modification to the TCP Management contract was completed in January 2018 .
Review the hotel contracts to ensure each enumerates all requisite insurance coverages and promptly amend the contract terms, if necessary, to correct any identified deficiencies.	On November 15, 2017, DHS informed the OIG that Days Inn submitted a new insurance certificate that references sexual misconduct and molestation coverage.
Confirm that each hotel's current insurance coverages satisfy all contractual requirements.	On November 15, 2017, DHS informed the OIG that Days Inn submitted a new insurance certificate that references sexual misconduct and molestation coverage.
Develop and implement a methodology by which contract administrators can monitor and ensure compliance with each 'Contractor Requirements' in the Quality Inn and Suites and Days Inn Gateway contracts	DHS is currently implementing a developed method to regularly monitor the contracts of the hotels, including site visits by contract administrators regularly.

<b><i>FY16 Single Audit Recommendations</i></b>	<b><i>Status Update</i></b>
Finding 2016-001 - We recommend that DHS strengthen its existing policies and procedures over the review and maintenance of appropriate documentation to ensure compliance with eligibility requirements for the Supplemental Nutrition Assistance Program (SNAP).	DHS has implemented a Business Process Redesign (BPR) project, which is an eligibility case processing system-wide initiative that the District expects will greatly increase oversight of case processing and reduce instances of lost paperwork. The BPR process also mandates that all submitted documentation be scanned at the time of submission so that originals and a receipt can be returned to customers, as outlined in the DHS Eligibility Operations Procedures Manual. The DHS Economic Security Administration (ESA) is in the process of implementing additional Document Information Management System (DIMS) training for staff throughout the Administration. A Mobile Scanning Team was created to implement a short term concentrated cleanup of un-scanned documents in the Service Centers. Beginning in the 4th quarter of FY17, and going forward, ESA is initiating monthly assessments of case records in DIMS, to ensure that documents attesting to proper eligibility determination are being captured and scanned into the system.
Finding 2016-002 - We recommend that DHS implement formal policies and procedures to maintain adequate security over, and documentation/records for EBT Cards.	DHS and Office of Finance and Treasury (OFT) concur with the recommendation. OFT, in an effort to provide and maintain proper security of the EBT Blank Card stock held at two (2) UPO service centers (1640 Good Hope Rd., SE and 611 H St., NE), has updated its policy and procedures to address proper reconciliation of the EBT Blank Card stock to include reconciliation of current and new card stock, proper completion and signatory authority on reconciliation forms and destroyed card stock forms. Quarterly audits will be conducted in compliance with the EBT Financial Procedures Manual and

<i><b>FY16 Single Audit Recommendations</b></i>	<i><b>Status Update</b></i>
	OCFO is the lead on ensuring the remedy of this recommendation.
Finding 2016-009 - We recommend that DHS strengthen its existing policies and procedures over the review and maintenance of appropriate documentation to ensure compliance with eligibility requirements for the Temporary Assistance for Needy Families (TANF) program.	The District of Columbia, Department of Human Services, Economic Security Administration (ESA) is in the process of implementing the Business Process Redesign (BPR), which is a system-wide initiative that ESA expects will greatly increase oversight of case processing and reduce instances of lost paperwork. BPR has been deployed to all five Service Centers. BPR utilizes detailed narratives, case notes, check lists and revamped trainings to improve case processing. The BPR process also mandates that all submitted documentation is scanned at the time of submission. DHS is expanding DIMS training on an ongoing basis for DIMS in alignment with DPR and beginning in the 4th quarter of FY17, and going forward, will initiate monthly assessments of case records in DIMS, to ensure that documents attesting to proper eligibility determination are being captured and scanned into the system. DHS Office of Information Systems (OIS) team is redefining its process by providing training online and anticipates the training to be available by the middle of March. Additionally, training will be provided in the Knowledge Center under Job Aids and thorough PeopleSoft. DHS Office of Information Systems is also pursuing an upgrade to the DIMS software which will eliminate system issues, i.e shutdowns. Finally, ESA will initiate staff Policy Memo's to ensure that the Social Service Representative (SSR) informs the customer of the program provision regarding fleeing felons and probation and parole violators during application. The District follows the four-part fleeing felon test as set forth in 7 C.F.R. § 273.11(n)(1)(i).
Finding 2016-010 - We recommend that DHS enforce existing policies and procedures and implement additional policies and procedures for maintaining and monitoring case record documentation to ensure that Income Eligibility and Verification System requirements are complied with.	DHS concurs with the Recommendation and has implemented a Business Process Redesign (BPR) project, which is an eligibility case processing system-wide initiative that the District expects will greatly increase oversight of case processing and reduce instances of lost paperwork. The BPR process also mandates that all submitted documentation be scanned at the time of submission so that originals and a receipt can be returned to customers, as outlined in the DHS Eligibility Operations Procedures Manual. The DHS Economic Security Administration (ESA) is in the process of implementing additional DIMS training for staff throughout the Administration. A Mobile Scanning Team was created to implement a short term concentrated cleanup of un-scanned documents in the Service Centers. Beginning in the 4th quarter of FY17, and ongoing through the present day, ESA is initiating monthly assessments of case records in DIMS, to ensure that documents attesting to proper eligibility determination are being captured and scanned into the system.

<i><b>FY16 Single Audit Recommendations</b></i>	<i><b>Status Update</b></i>
Finding 2016-011 - We recommend that DHS enforce existing policies and procedures and implement additional policies and procedures to ensure that TANF Penalty for Refusal to Work requirements are complied with.	DHS agrees with this finding, and has implemented both systems and processes to ensure that customers who are subject to sanction, are sanctioned, including random sampling of cases, and additional training for staff working with the Document Management Information System (DIMS). The implementation of BPR in all ESA service centers was completed by May 1, 2017.
Finding 2016-012 - We recommend that DHS enforce existing policies and procedures and implement additional controls to ensure that adequate documentation is maintained to substantiate the work participation data reported in the ACF-199 report in accordance with the District of Columbia Work Verification Plan.	To ensure provision of supporting documentation to substantiate reported participation hours, DHS will update the Temporary Assistance for Needy Families Employment Program (TEP) Provider Manual and associated trainings to ensure verification is accurately captured. DHS will review the federal reporting algorithm (Q5i) to ensure that the originating data file is accurately mapped to the reporting fields to identify those cases which met federal requirements. This will ensure that the information is being properly processed and reported through the ACF-199. Finally, DHS will update the ESA Policy Manual as well as the Work Verification Plan to clarify reporting practices.
Finding 2016-023 - We recommend that ESA improve internal control procedures to ensure that documentation is maintained to support eligibility decisions and that files are properly retained for the Medicaid program.	"The District does not dispute the findings provided by BDO. To resolve these findings, the District has developed the following corrective action measures: • The District of Columbia Economic Security Administration (ESA) is in the process of implementing the Business Process Reengineering (BPR) project, • DHS is the process of implementing DIMS training for staff throughout the Administration. • A Mobile Scanning Team has been created to implement a short-term concentrated cleanup of un-scanned documents in the Service Center. • DHS is retraining staff on eligibility processes and procedures in an effort to reduce human error.
Finding 2016-026 - We recommend that ESA strengthen its current policies and procedures to require the Social Services Representative (SSR) duties of recording and authorizing to be segregated for the Medicaid, TANF, and SNAP programs.	DHS has addressed the issue of "authority to act" in previous Single Audit cycles and continues to disagree with the recommendation that ESA policies should require SSR duties of recording and authorizing to be segregated. No Federal regulations for SNAP/TANF/CHIP/Medicaid require a separation of duties between interviewers and processors. Both USDHHS/CMS and USDA/FNS encourage states to pursue strategies that are based on "first contact resolution" and speeding up determinations to improve access and program administration. A requirement of the SSR position includes the expectation that the SSR would exercise appropriate judgment and determine eligibility as necessary for the performance of their duties. The "authority to act" designation is granted based on employee's performance, in conjunction with established criteria. Consequently, a Social Services Representative (SSR) acquires the "authority to act" upon demonstrating ability to consistently and correctly determine eligibility and process customer benefits. The SSRs ability to

<i>FY16 Single Audit Recommendations</i>	<i>Status Update</i>
	<p>follow established guidelines in determining eligibility and processing benefits is monitored and reflected in their annual Performance Evaluations. If a performance cycle and/or quality review indicates that an SSR should not have Authority to Act, that responsibility is removed, and the SSR is scheduled for re-training and further assessment. DHS updates the list of SSRs with Authority to Act on a routine basis. With respect to that portion of the recommendation stating that ESA strengthen its current policies and procedures, ESA has adjusted its monthly Supervisory Case Review (SCR) process, which has been implemented for the primary purpose of ensuring program integrity, by assessing SSRs adherence to policies and procedures, and identifying and correcting errors. Supervisors provide additional training to workers when discrepancies are detected, share the appropriate policy and procedures with the staff person responsible for the case actions, and share the information with all staff during the next scheduled staff meeting. ESA administers an ongoing quality control process to ensure the accuracy and quality of eligibility decisions made by SSRs. DHS has implemented a Business Process Redesign (BPR) to address timeliness in processing benefits.</p>

## **AGENCY OPERATIONS**

- 34. Please describe any initiatives that the agency implemented in FY17 or FY18, to date, to improve the internal operations of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.**

### **Business Process Redesign**

One of the primary goals of the Business Process Redesign (BPR) is to provide a comprehensive, full-service delivery experience for customers in one visit. That is, customers should be able to visit any Service Center one time to fully address their inquiry. In FY16, DHS engaged national experts to implement a BPR for the ESA Service Centers. In FY17, DHS staff at the Service Centers were fully trained and the new operating standards were implemented at all five Service Centers. All Service Centers accomplished a measurable decrease in the average lobby wait time per customer. Backlogs and wait time for non-lobby cases also continue to decrease. Fewer customers are making repeat visits, staff have more capacity to serve those who arrive for the first time and are completing more applications in a “one and done” manner. BPR has also improved operations for non-Service Center operations, such as Medicaid Long Term Care (LTC) and Deemed Newborn processing. Both areas have eliminated their backlogs, with sustainable improvements to application and renewal processing timeliness. These changes (along with improved communication with DHCF and new automated tools) have significantly improved the customer service experience for external stakeholders such as nursing facilities and hospitals. DHS and the BPR contractor continue to closely monitor any challenges and coach supervisors and workers on how to sustain the BPR processes.

### **Automated Call Center Reports**

DHS created automated subscriptions for call center analytics reports generated in Tableau to decrease staff time dedicated to creating daily and weekly reports and to guarantee consistent delivery of reports to key staff. In addition, DHS trained call center staff on the process for manually generating the reports to empower staff to

create custom reports on demand. These reports communicate important performance indicators used by program staff to identify opportunities for increased efficiency and to develop operational strategies to remedy performance-related issues.

#### New Intake Process for DHS Main Phone Line

DHS overhauled the intake process for the DHS Main Line (202-671-4200), which provides customer support for over 12,000 calls from constituents and partners annually. In June 2017, staff implemented a new Interactive Voice Response (IVR) which offers more specific service options for callers. This change resulted in 40 percent more calls being routed to the right place without having to speak to an intermediary. The lower number of in-person transfers has allowed staff to respond to more calls and therefore the abandonment rate dropped from more than 25 percent in March 2017 to an average of 5 percent in February 2018.

#### Episodic Telework

As a part of DHS's continuity of operations plan, episodic telework ensures that the agency will continue to serve DC residents in the event of a building outage. In addition, DHS' telework protocol guarantees employees have consistent and secure access to work systems in the event of circumstances (personal, weather, transit related issues, etc) that could pose barriers to the employee's productive presence in the office.

#### Everbridge Emergency Mass Notification System

The Everbridge Mass Notification System supports more than 100 different multi-modal delivery methods with voice recording, text to speech conversion in multiple languages, push notifications, rich text formatting, and SMS. These capabilities enable DHS to contact its employees simultaneously in near real time to advise about operational disruptions or emergency incidents like a building fire or active shooter. Implementation of this system has already proven invaluable to the DHS team during several utility failures impacting our facilities. More than 75 percent of DHS staff have voluntarily signed up to participate in the emergency notification process.

#### Seamless Docs to reduce administrative burden of paper and PDF forms

DHS increased the efficiency of form management and storage through the use of Seamless Docs, a document platform where forms can be exchanged, completed and signed online. Seamless electronically captures signatures, allows DHS to track the work flow of each form and has an option for signature e-reminders. The documents are stored in a secure repository, which eliminates the need for paper and pdf storage. Each line of data can be "dumped" into a database allowing for easy analysis and report searching. The telework program application, no fee birth certificate application, suitability screening agreements, IT access request forms and the emergency employees designation form are all active on Seamless Docs.

#### Traka Auto Key System

DHS utilizes the Traka Auto Key System (Traka) as its shared vehicle key system. Traka houses keys for DHS's assigned agency vehicles in a central location. Because Traka's online interface allows DHS to schedule and identify vehicle usage in real time, the system provides assurances that vehicle keys are readily available and provides an added level of accountability in the event of a vehicle-related issue. DHS is currently moving forward with plans to implement this system for its entire vehicle fleet. This will allow the fleet coordinator to monitor fleet car usage automatically and will replace self-reporting protocol.

#### Structured Decision Making Model

Adult Protective Service (APS) continues to collaborate with the National Council on Crime Delinquency (NCCD) to implement the Structured Decision Making Model which is a suite of customized assessment instruments that promote safety and well-being for those most vulnerable and at risk. This evidence and research-based system identifies the key points in the life of a case and uses structured assessments (Screening and Response, Risk, Safety and Needs Intervention) to improve the consistency and validity of each decision. The SDM model additionally includes clearly defined service standards, mechanisms for timely reassessments,



methods for measuring workload, and mechanisms for ensuring accountability and quality controls.

APS implement three of the four customized assessments in FY17. Implementation of these three assessments combined with the established Review, Evaluate, and Decide (RED) Team has led to improved consistency, validity, and reliability of decision related to APS cases. The Risk Assessment the final instrument of the suite of assessment will be implemented August 31, 2018.

#### Coordinated Assessment and Housing Placement for Families (CAHP-F)

FSA-Families and The Community Partnership (TCP) have worked together over the past few months to develop a process for supporting families who experience homelessness to more quickly access permanent housing resources that are appropriate to their needs based on a uniform assessment. The Coordinated Assessment and Housing Placement for Families (CAHP-F) is designed to improve service provision and data accuracy, and ensure adequate access to appropriate interventions. Case managers are attending the match meetings to prioritize families for permanent housing resources. Since 12/07/17 a total of 68 families have been prioritized and matched to Targeted Affordable Housing through CAHP-F.

#### National Adult Protective Services Association (NAPSA)

The National Adult Protective Services Association (NAPSA) is a national non-profit 501(c)(3) organization with members in all fifty states. Formed in 1989, the goal of NAPSA is to provide Adult Protective Services (APS) programs a forum for sharing information, solving problems, and improving the quality of services for victims of elder and vulnerable adult mistreatment. Its mission is to strengthen the capacity of APS at the national, state, and local levels, to effectively and efficiently recognize, report, and respond to the needs of elders and adults with disabilities who are the victims of abuse, neglect, or exploitation, and to prevent such abuse whenever possible.

APS in the District extends its presence and participation in NAPSA by serving as the co-chair for Northeast Region II, presentations at the annual conference, and appearances for TV broadcasting with Board members and local NAPSA staff.

#### Council on Accreditation (COA)

COA is an international, independent, not-for-profit, child-and-family-service and behavioral healthcare accrediting organization. Earning this accreditation increases the credibility, integrity, and achievement of APS. The accreditation facilitates the streamlining of program standards, policies and procedures. This accreditation also signals the program's commitment to offer the optimal services to its clients. APS has begun the re-accreditation process towards successful completion for an additional four years of accreditation.

**35. Please list each new program implemented by the agency during FY17 and FY18, to date. For each program, please provide:**

- a. A description of the program;**
- b. The funding required to implement to the program;**
- c. The program and activity codes in the budget; and**
- d. Any documented results of the program.**

#### DC FLEX

The Flexible Rent Subsidy Pilot is a new program to promote housing stability for low-income Washington, DC residents. The subsidy is unique in that recipients are able to adjust how much of the subsidy they use on rent each month, provided that they do not exceed an annual cap of \$7,200. One million dollars (\$1,000,000) has been appropriated annually by DC Council for a period of five years. DHS expects to serve around 125 families. The program and activity codes for the DC Flexible Rent Subsidy Pilot program are Homeless Services Continuum Families (5037). The first 50 program participants were selected in February 5, 2018. Families have 30 days to complete the application process in 30 calendar days. The program anticipates to fill the 125 slots by April 30, 2018.

## STEP

The Strengthening Teens Enriching Parents (STEP) program is housed within the DC Department of Human Services (DHS), Youth Services Division (YSD) in partnership with the Metropolitan Police Department (MPD) and in collaboration with the District's Inter-Agency child-serving agencies: Child and Family Services Administration (CFSA), Court Social Services (CSS), Department of Behavioral Health (DBH), Department of Youth Rehabilitation Services (DYRS), Sasha Bruce Youthwork, and a network of community-based service providers.

The STEP program provides intensive case management services for youth under the age of 18 who reside in the District of Columbia who have had one or more episodes of running away from home. Since the inception of the initiative last fall, STEP has hired five Case Managers who provide a range of services based on the youth and family's needs, including: stabilization services, respite, mentoring, mediation, and behavioral health interventions to increase stability, safety and overall functioning in the home, school and community. Sasha Bruce Youthwork, the key community-based provider for STEP, has added five respite beds and an in-home family strengthening program to support this work. The STEP initiative is a voluntary program that lasts for 3-6 months depending on the youth and family's needs. The program launched on September 5, 2017 and outcome data will be available at the end of FY18.

In FY18, STEP's budget is \$600,000 and it supports seven (7) FTEs. The program and activity codes for STEP are Youth Services (5022).

**36. Please explain the impact on your agency of any legislation passed or regulations adopted at the federal level during FY17 and FY18, to date, which significantly affect agency operations.**

Executive Order 13780, issued to "Protect the Nation from Foreign Terrorist Entry into the United States," has significantly impacted the FSA Office of Refugee Resettlement as overseas new arrivals have been drastically reduced in recent months. This and immigration enforcement efforts have created a sense of fear among the undocumented who are experiencing homelessness. It has also impacted how we create ICE protocol for our shelters to follow. In response, we have released hypothermia videos in Spanish to reassure our clients that they are safe to seek shelter. DHS was featured in Street Sense for its efforts to address this concern.

**37. Please identify any legislative requirements that your agency lacks sufficient resources to properly implement. Please explain.**

There are no current legislative requirement that DHS lacks sufficient resources to implement.

**38. Please identify all electronic databases maintained by your agency, including the following:**

- a. A detailed description of the information tracked or maintained within each system;
- b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and
- c. Whether the public can be granted access to all or part of each system.

*Please see Attachment 38 - Electronic Databases.*

**39. Please provide a detailed description of any new technology acquired or any upgrades to existing technology in FY17 and FY18, to date, or anticipated for the remainder of FY18.**

- a. Include the cost, what it does, and the budget program and activity codes that fund it.
- b. Cross reference to any relevant contracts (name or number) in the responses above.
- c. Please explain if there have there been any issues with implementation.

<b><i>New technology acquired or any upgrades to existing technology in FY17 and FY18</i></b>	<b><i>Fiscal Year</i></b>	<b><i>Cost</i></b>	<b><i>Budget Codes</i></b>	<b><i>Implementation Issues</i></b>
DHS made configuration changes to DIMS/Datacap software components (Taskmaster, Rulerunners) to reduce interruptions due to malfunctioning software during business hours, that required system restarts.	2017	\$0.00	MOU with OCTO	Customizations that were made to an older proprietary IBM product (Datacap 9.0) has led to challenges in its upgrade, such as deprecated functions that need replacement.
DHS increased storage on a central Datacap (Taskmaster) server. We also made configuration changes to Datacap Taskmaster and Rulerunner software . There were no additional costs associated with these changes.	2018	\$0.00	MOU with OCTO	No issues
DHS has plans to stop using IBM Workplace as the Web component of Datacap. We will implement IBM Content Navigator that allows additional features with a more visually intuitive interface, such as drag and drop documents. We will also upgrade Datacap from the current 9.0 version to 9.1.3.  <i>There are no additional hardware or software costs associated with these changes, as they will be covered under existing contracts with OCTO and IBM.</i>	2018	\$375,000	TBD	
Customer Assessment Tracking and Case History (CATCH 2) is a case management application that tracks and records customers' participation in work activities and generates monthly invoices (reimbursement payments to service providers) based on participation. DHS is upgrading the CATCH application to adhere to the new Sanctions and TANF policies.	2018	\$905,584.59	JA0/0501/TJOB8/TJ109	No issues

<i><b>New technology acquired or any upgrades to existing technology in FY17 and FY18</b></i>	<i><b>Fiscal Year</b></i>	<i><b>Cost</b></i>	<i><b>Budget Codes</b></i>	<i><b>Implementation Issues</b></i>
The TANF Comprehensive Assessment (TCA) formerly the Online Work Readiness Assessment (OWRA) created by the Federal Office of Family Assistance (OFA) is a comprehensive online resource used to improve the assessment of TANF participants. TCA is a critical tool in helping to meet the primary objectives of TANF to promote stronger families, increase employment, and improve self-sufficiency among the most vulnerable DC populations. This database contains information relating to participants such as barriers to employment, household, demographic, housing, and health. DHS is acquiring temporary resources to stabilize, enhance and maintain the system. The enhancements will improve the application's performance and usability.	2018	\$436,100	TBD	
The SNAP Comprehensive Assessment (SCA) is a comprehensive online resource used to improve the assessment of SNAP participants. SCA is the SNAP equivalent to TCA. DHS is acquiring temporary resources to stabilize, enhance and maintain the system. The enhancements will improve the application's performance and usability. DHS is also developing a new application to conduct case management for SNAP applications. The current system is running on obsolete technology.	2018	\$477,500	TBD	
DHS Mobile Application is a mobile application that provides DHS customers with a means to check their recent DHS benefit information and notifications. All development is conducted using in-house government staff and interns.	2018	\$0.00	NA	The original release date was the first quarter of FY 2018. Due to technical challenges communicating with the new eligibility system, the release date was delayed.
Seamless Docs is a software that assists in the building, signing, tracking and storing of electronic forms. Seamless electronically captures signatures, allows DHS to track the work flow of each form and has an option for signature e-reminders.	2017	??	NA	

## **YOUTH HOMELESSNESS**

**40. What is the budget for homeless youth (18-24) and minors (under age 18) for FY18? Please indicate and explain any variance from FY17.**

**a. Please identify funding sources.**

**b. Please indicate how funding is allocated among service providers?**

The budget for homeless minors and youth up to age 24 was \$7.5 million in FY17 and is \$11.5 million in FY18. This is all local funding. With the exception of \$430,000, which DHS uses to fund six FTEs for prevention and diversion, all of the funds are granted out to community-based organizations. Through a competitive grant process, DHS directly grants out more than \$7 million and The Community Partnership subcontracts out the remainder. DHS' grantees are listed below.

<i><b>Provider</b></i>	<i><b>Program Type</b></i>	<i><b>FY17 Beds</b></i>	<i><b>FY18 Beds</b></i>	<i><b>FY17 Budget</b></i>	<i><b>FY18 Budget</b></i>
Casa Ruby	Short Term Housing (formerly Crisis Beds)	6 (LGBTQ)	10 (LGBTQ)	\$372,000	\$400,000
Casa Ruby	Low-Barrier	14 (LGBTQ)	50 (LGBTQ)	\$225,000	\$528,000
Casa Ruby	Transitional Housing	14 (LGBTQ)	10 (LGBTQ)	\$420,000	\$458,000
DC Doors	Transitional Housing	0	10	N/A	\$475,000
LAYC	Transitional Housing	16 (6 LGBTQ)	16 (6 LGBTQ)	\$707,437	\$757,437
LAYC	Permanent Supportive Housing	15	11	\$190,000	\$190,000
Covenant House	Crisis Beds (pregnant/parenting 16- 21 y/o)	6	6	\$490,000	\$550,000
Covenant House	Transitional Housing	10	10	\$367,461	\$415,000
Covenant House	Low-Barrier	10	20	\$82,000 (Q4)	\$270,153
Covenant House	Transitional Housing (DYRS Youth)	8	8	\$370,000	\$370,000
Sasha Bruce	Transitional Housing (Youth heads of household)	6	6	\$200,000	\$314,847
SMYAL	Transitional Housing	8 (LGBTQ)	12 (LGBTQ)	\$295,000	\$466,000
Collaborative Solutions for Communities	Rapid Re-Housing	0	20		\$700,000
<b><i>Totals Beds:</i></b>		<b><i>105</i></b>	<b><i>199</i></b>		
Friendship Place	Street outreach	N/A	N/A	\$154,000	\$225,000

<i><b>Provider</b></i>	<i><b>Program Type</b></i>	<i><b>FY17 Beds</b></i>	<i><b>FY18 Beds</b></i>	<i><b>FY17 Budget</b></i>	<i><b>FY18 Budget</b></i>
Her Resiliency	Street outreach	N/A	N/A	Different Provider (\$100,000)	\$175,000
LAYC	Drop in center	N/A	N/A	\$309,000	\$330,000
Sasha Bruce Youthwork	Drop in center	N/A	N/A	\$300,000	\$330,000
Provider to be selected via competitive grant (anticipated 4/1/18)	Permanent Supportive Housing	N/A	16 (projected)	N/A	\$432,000
Provider to be selected via competitive grant (anticipated 4/1/18)	Crisis Beds (Minor and TAY)	N/A	N/A	N/A	\$725,000
Provider to be selected via competitive grant (anticipated 4/1/18)	Stabilization Services	N/A	N/A	N/A	\$300,000

\*all programs serve 18-24 year olds unless otherwise stated

TCP Subcontracted Programs:

<i><b>Provider</b></i>	<i><b>Program</b></i>	<i><b>Program Type</b></i>	<i><b>Population Served</b></i>	<i><b>Units</b></i>	<i><b>FY 17 Contract Amount</b></i>	<i><b>FY18 Contract Amount</b></i>
Catholic Charities	Youth Transitional Program	Transitional Housing	Male Unaccompanied Youth Aged 18 to 24	24	\$30,415*	\$182,490.00
Covenant House Washington	Rites of Passage	Transitional Housing	Unaccompanied Youth Aged 18 to 24	15	\$32,040.75*	\$192,244.50
Echelon Community Services	Family Rehousing Stabilization Program	Rapid Rehousing	Families Headed by Youth Aged 18 to 24	75	\$163,340.00	TBD
Echelon Community Services	New Start at Kia's Place	Transitional Housing	Families Headed by Youth Aged 18 to 24	26	\$141,771.20*	\$850,612.19
Echelon Community	Kia's Place III	Transitional	Families Headed by	33	\$79,329.00*	\$475,974.00

Services		Housing	Youth Aged to 24			
Edgewood Brookland	Iona Whipper Home	Transitional Housing	Families Headed by Youth Aged to 24	9	\$37,500.00*	\$225,000.00
Latin American Youth Center	Extended Living Program	Transitional Housing	Unaccompanied Youth Aged 18 to 24 and Families Headed by a Youth Aged 18 to 24	11	\$19,377.00*	\$116,262.00
Latin American Youth Center	Hopes House	Transitional Housing	Unaccompanied Youth Aged 18 to 24	8	\$24,763.67*	\$148,462.04
Sasha Bruce Youthwork	Sasha Bruce House	Crisis Beds	Minor Children	15	\$33,088.60*	\$342,367.61
Sasha Bruce Youthwork	Independent Living Program	Transitional Housing	Unaccompanied Youth Aged 18 to 24	12	\$16,265.19*	\$97,591.12
Sasha Bruce Youthwork	Re*Generation House	Transitional Housing	Unaccompanied Minors and Youth Aged 18 to 24	16	\$27,125.25*	\$162,751.51
Sasha Bruce Youthwork	V Street PSH	Permanent Supportive Housing	Families Headed by Youth Aged 18 to 24	13	\$156,801.84**	\$130,000.00
Sasha Bruce Youthwork	Transitional Housing Program	Transitional Housing	Families Headed by Youth Aged 18 to 24	10	\$28,668.16*	\$172,008.97
So Others Might Eat	Family Rehousing Stabilization Program	Rapid Rehousing	Families Headed by Youth Aged 18 to 25	21	\$81,500.00**	TBD
Wanda Alston House Foundation	Wanda Alston House	Transitional Housing	Unaccompanied LGBTQ Youth Aged 18 to 24	8	\$29,527.43*	\$177,164.59

\*Sole Source Grant Agreement – 6 month awards

\*\*Management Contract – 12 month awards

Programs funded by HUD:

<i>Provider</i>	<i>Program</i>	<i>Program Type</i>	<i>Population Served</i>	<i>Units</i>
Community Connections	Youth Families	Permanent Supportive Housing	Families Headed by youth Aged 18 to 24	17
Community Connections	Project LIFT	Rapid Rehousing	Unaccompanied Youth Aged 18 to 24	16
Covenant House Washington	My Place	Permanent Supportive Housing	Unaccompanied Youth Aged 18 to 24 and Families Headed by a Youth Aged 18 to 24	13
Sasha Bruce Youthwork	HUD Grant Supports DHS funded Independent Living Program	Transitional Housing	Families Headed by Youth Aged to 24	12

**41. How many homeless youth (18-24) and minors (under age 18) were served in FY17 and FY18, to date? Please indicate the number placed in shelter. Of this number how many identified as LGBTQ? (See below)**

**a. How many youth under 18 without children were served? Please indicate the services received. Please indicate the number placed in shelter.**

In FY17, 104 minors, seven of whom self-identified as LGBTQ, were placed in Sasha Bruce House of which. Thus far in FY18 to 1/23/2018, 24 minors have been placed in Sasha Bruce House.

**b. How many youth 18 to 24 without children were served? Please indicate the services received. Please indicate the number placed in shelter.**

In FY17, 148 youth, 45 of whom self-identified as LGBTQ, were placed in various transitional housing programs ; in addition, 220 LGBTQ youth were served in Casa Ruby Crisis Beds and 70 served in the Covenant House low-barrier shelter, The Sanctuary.

In FY18 thus far through January 23, 2018, 48 youth, 16 of whom self-identified as LGBTQ, have been placed in various transitional housing programs ; in addition, 274 LGBTQ youth have been served in Casa Ruby's low-barrier shelter and 109 have been served in Covenant House's low-barrier shelter, The Sanctuary.

**c. How many youth under 18 with children were served? Please indicate the services received. Please indicate the number placed in shelter.**

In FY17, four pregnant or parenting minors were placed in Covenant House's Elizabeth House. Every youth and their child entering Covenant House's Elizabeth House is referred for medical services and assessed for TANF and SNAP benefits.

In FY18 through January 23, 2018, no youth under age 18 with children have been served.

**d. How many youth 18 to 24 with children were served? Please indicate the services received. Please indicate the number placed in shelter.**

In FY17, 22 pregnant or parenting youth were served in Covenant House's Elizabeth House and 11 parenting youth were served in Sasha Bruce Olaiya's Cradle.



Youth residing in these programs receive case management services including casework counseling, educational and career counseling, parenting skills training, and family reunification assistance where safe and appropriate.

Thus far in FY18 through 1/23/2018, six pregnant or parenting youth have been served in Covenant House Elizabeth House and two additional parenting youth have been served in Sasha Bruce Olaiya's Cradle.

In FY17, 605 households led by parents between the ages of 18 and 24 were served in the family emergency shelter system. In FY18 through January 31, 2018, 286 households led by parents between the ages of 18 and 24 were served in the family emergency shelter system.

**42. How many shelter beds have been reserved for homeless youth (18-24); minors (under age 18); and minors and youth who identify as LGBTQ? How many homeless minors or youth were turned away from shelter because of lack of capacity or other reasons in FY17 and FY18, to date? Please identify the reasons.**

Thus far in FY18, DHS has expanded shelter bed capacity by 43 for a total of 70 beds to serve Transition Age Youth experiencing homelessness; through TCP at Sasha Bruce, DHS has expanded bed capacity by adding 5 beds for a total of 15 beds for minors who are experiencing housing insecurity. Of the total number of DHS-funded shelter beds, 50 beds specialize in serving youth who identify as LGBTQ. However, all providers in the homeless continuum of care must provide culturally competent services to all individuals seeking services without regard to gender, sexual orientation or identity, as well as other legally protected characteristics.

DHS and its service providers have never had to turn away a minor child seeking homeless services. All providers are required to report any suspicion of abuse and neglect to Child and Family Services Agency. If capacity is reached at youth specific facilities for transition aged youth (18 - 24), they are served in adult programs.

DHS works to connect youth experiencing housing insecurity to services that will support reunification when safe and appropriate and promote housing stability.

Please see the table in Question 40 for bed composition.

**43. How many youth are currently being served under Parent Adolescent Support Services (PASS) program and the Alternatives to the Court Experience (ACE) program?**

**a. How many youth were served in FY17?**

<i>Program</i>	<i>Clients served in FY17</i>	<i>Clients served thus far in FY18 through 1/23/2018</i>
ACE	769	363
PASS	428	270

**b. What is the scope, depth and timeframe of services? Please describe.**

The Parent Adolescent Support Services (PASS) program is a voluntary, early intervention/prevention program for youth aged 17 and under committing status offenses (truancy, running away, curfew violations, and/or extreme disobedience). The program aims to re-engage youth in school, increase family functioning, and decrease the likelihood of future involvement in the juvenile justice system for status or delinquency offenses.

The program offers intensive case management (including Transition to Independence Process (TIP) and/or in home counseling services (Functional Family Therapy) to youth and their families, and refers out for other behavioral health and community-based services. PASS helps youth and families address underlying issues that might be contributing to status offending behaviors.

Since the program's inception in October 2010, PASS has provided services to more than 1,300 clients and

worked with approximately 300 youth (families) per year, with an average referral rate of twenty-two clients per month. Youth are engaged in the program for six months, with the possibility to extend participation for additional months, or close early, if merited.

The Alternatives to the Court Experience (ACE) is an inter-agency initiative housed at the Department of Human Services (DHS) and operated in collaboration with the Department of Behavioral Health (DBH), the juvenile justice entities, and community-based service providers.

ACE is the only diversion program in the District for pre-petition status offenders diverted by the Office of the Attorney General (OAG), pre-arrest delinquency offenders diverted by the Metropolitan Police Department (MPD), and post-arrest delinquency offenders diverted by Court Social Services (CSS)/OAG.

The overall goal of the initiative is to reduce the number of court-involved youth by linking them with clinically appropriate behavioral health services and community supports in place of prosecution. In the long run, the initiative seeks to reduce recidivism, re-engage youth in school, improve youth's functioning at home and in the community, and strengthen the family unit. ACE services last up to six months, with the option to extend services. Services are assigned to participating youth based on their individual needs, ranging from low-level monitoring to intensive behavioral health services.

Since the program's inception in June 2014, the program has served over 1,500 youth; serving an average of 800 clients/year since FY16, with an average referral rate of forty-four clients a month in FY17.

**c. Is there a waitlist for services at this time?**

The Parent Adolescent Support Services (PASS) and Alternatives to the Court Experience (ACE) programs are always operating at capacity, with a waiting list that varies from month-to-month. ACE does not waitlist any youth diverted for delinquency offenses because the youth are at imminent risk of prosecution; both programs waitlist youth diverted or referred for truancy. As of February 12th, 2018, more than 30 youth diverted/referred for truancy were on the programs' waiting lists; average wait time is four to six weeks. Note that thousands of young people in DC qualify for both ACE and PASS based on truancy, but the programs together do not have the capacity to work with all of these youth.

**44. The Council is aware that DHS leads the District's efforts to work with youth reported missing to the Metropolitan Police Department (MPD). Please describe the work and share any data.**

The Strengthening Teens Enriching Parents (STEP) program housed within the DC Department of Human Services (DHS), Youth Services Division (YSD) in partnership with the Metropolitan Police Department (MPD) and in collaboration with the District's Inter-Agency child-serving agencies: Child and Family Services Administration (CFSA), Court Social Services (CSS), Department of Behavioral Health (DBH), Department of Youth Rehabilitation Services (DYRS), Sasha Bruce Youthwork, and a network of community-based service providers.

The STEP program provides intensive case management services for youth under the age of 18 who reside in the District of Columbia who have had one or more episode of running away. Since the inception of the initiative, STEP has hired five Case Managers who provide a range of services based on the youth and family's needs, including, stabilization services, respite, mentoring, mediation, and behavioral health interventions to increase stability, safety and overall functioning. Sasha Bruce Youthwork, the key community-based provider for STEP, has added five respite beds and an in-home family strengthening program to support this work. The STEP initiative is a voluntary program that lasts for three to six months depending on the youth and family's needs. STEP does not waitlist any youth.

On a daily basis youth come to the attention of STEP via official missing persons reports filed with MPD. If a youth has existing involvement with a District child-serving agency (CFSA, CSS, DYRS, Sasha Bruce); or are receiving services from an existing DHS program such as the PASS or ACE program, those entities become the

lead agency to address the presenting issues of that youth and their family.

For youth not already linked to a child-serving agency, STEP contacts the family within 24 hours of receiving the daily missing persons report to explain the program and set up an in-home consultation if the family is interested in services. Through this immediate outreach, STEP staff make an initial assessment as to why the youth is running away and, together with the family, recommends services that will assist the family in reducing the likelihood of future runaway episodes and increase family stability.

In instances where the youth is a first-timer on the missing persons report, and does not have any risk factors reported, the parent/guardian receives a STEP Resource Letter that includes a list of community-based services that offer additional resources and supports that may be helpful to the family.

From September 5, 2017 to January 23, 2018, 794 youth reports have come to the attention of STEP via official missing persons reports filed with MPD.

The 794 youth on the missing persons report represent 540 individual youth that have only appeared on the missing persons report one time and 127 youth who have appeared on the missing persons list more than once. STEP receives an average of five youth referrals daily and 158 youth referrals monthly.

From September 5, 2017 to January 23, 2018, the STEP program has served more than 150 youth and more than 300 are being served by another District child-serving agency (CFSA, CSS, DYRS, Sasha Bruce).

**45. Please provide the procedure and practices for responding to homeless minors in instances where current youth providers are at capacity during hypothermia and non-hypothermia seasons. Please indicate and explain any change in procedure or practice from FY17.**

DHS is not aware of any homeless minors that were turned away from shelter inside or outside of hypothermia season. Sasha Bruce has fifteen beds available for minor youths in need of shelter and the census counts show availability for those beds year-round.

If Sasha Bruce were at capacity, DHS or Sasha Bruce would contact CFSA with the expectation that they would assist with placing the minor.

**VIRGINIA WILLIAMS FAMILY RESOURCE CENTER (VWFRC)**

**46. How many family intakes were conducted at the VWFRC in FY17 and to date in FY18? Please provide a breakdown by outcome.**

<i>VWFRC Intake Summary</i>	<i>FY 17</i>	<i>FY 18 YTD</i>
Total family intakes completed*	5199	1948
Completed intake, but withdrew application	98	33
Offered shelter placement	919	229
Referred for prevention	2340	927
Referred for prevention, but later placed in shelter	259	48
Placed in shelter after calling the hotline	152	31
Referred to DASH and placed in shelter	215	66
Total Ineligible (duplicated)	1,786	841

\*This number is not duplicated. It represents the full picture of intakes completed at VWFRC. A family may have completed more than one application.

**47. What training does VWFRC staff receive regarding identifying and working with victims**

**of intra-family violence? Please include copies of any training materials used during FY17 and FY18, to date.**

In FY17, the District Alliance for Safe Housing (DASH) conducted eight (8) trainings that covered an array of topics for the staff at DC General Family Shelter. These trainings included: Complicated Family Dynamics and Domestic Violence, Working with Immigrant Families who Experience Domestic Violence, Working with LGBTQ Survivors who experience DV, Coaching Parents, Supporting Male Survivors, Substance Abuse and Trauma, Abusers in Family Shelter Systems, and DASH 101, to educate the staff on the mission and service provision offered by DASH, and self-care (offered twice).

In FY18, through the technical assistance grant, DASH will conduct nine (9) targeted trainings for 20-25 staff per training session at the Virginia Williams Family Resource Center increasing the number of staff who has the skills to work with domestic violence survivors. The training curriculum covers an array of topics including population specific issues across the DV continuum including: disability and survivor impact, LGBTQ Survivors, Teens Experiencing Domestic Violence, Coaching Parents with Domestic Violence, Scenarios/Placements, Safety Planning, Active/Continuous Fleeing, Male Survivors and Sheltering Abusers, Working with Immigrant Families Impacted by Domestic violence, Domestic Violence and the Impact on Children, How to Work with Abusers/Perpetrators. Also, due to the increase of survivors who are experiencing behavioral/mental issues, DASH will offer a training specifically addressing Mental Health and Domestic Violence.

*Please see Attachments 47a-f to review available training materials.*

**48. Please describe how VWFRC determines whether an applicant family is a DC resident, including formal and informal processes, verification, and documentation requirements.**

Pursuant to the Homeless Services Reform Act (HSRA), the DHS considers the following factors when determining residency:

1. Evidence that the individual or a family member is attending school in the District;
2. Evidence that an individual or family member has applied or is receiving public assistance from the District - and is not receiving locally administered public assistance from a jurisdiction other than the District;
3. Evidence that a family is living in the District voluntarily and not for a temporary purpose;
4. Evidence that the individual has a mailing address in the District, valid within the last two years; or
5. Written/verbal verification by a valid verifier who can attest the family lives in the District voluntarily, not for a temporary purpose and has no intention of presently moving from the District.

The Council recently amended the residency requirements in the HSRA, and the Department is in the process of updating regulations, rules, and training programs to comply with the new law.

**49. Describe how this process applies to person experiencing domestic or sexual violence, refugees, asylum seekers, and undocumented persons.**

DHS does not require persons actively fleeing domestic violence to prove residency. Instead, they are assessed and placed by DASH, the District Alliance for Safe Housing, which is co-located at VWFRC and receives grant funding from DHS to assist with assessments and placement of DV survivors. Additionally, DHS works to connect refugees, asylum seekers, and undocumented persons to community agencies who specialize in working with these populations. If a refugee, asylum seeker or undocumented person with custody of minor children were in need of emergency shelter and we were unable to receive immediate assistance from a community agencies, DHS would provide shelter and services.

**50. Please identify the number of families who applied for services at VWFRC each month in FY17 and FY18, to date. Please specify:**

**a. How many families were placed in shelter:**

**b. How many families were referred for prevention:**

	<i>FY17 - Placed in Shelter</i>	<i>FY17 - Referred for Prevention</i>	<i>FY18 - Placed in Shelter</i>	<i>FY18 - Referred for Prevention</i>
October	46	160	50	232
November	114	168	46	224
December	135	200	57	227
January	93	196	76	244
February	78	182		
March	77	177		
April	51	176		
May	63	199		
June	63	229		
July	74	213		
August	64	221		
September	61	219		

**c. How many families did not receive a shelter placement or were denied a shelter referral.  
For any denials, please specify the reason for the denial.**

<i>Reason for Determination</i>	<i>FY17</i>	<i>FY18 through January</i>
Access to Safe Housing	872	416
Failure to Complete Eligibility Process	41	27
Not a DC Resident	686	313
No Minor Children in Custody	105	40

**51. Please identify the number of families who have made a reasonable accommodation request, and specify:**

In FY17, 218 heads of household applied for a reasonable accommodation. In FY18, 42 heads of household applied for a reasonable accommodation.

**a. The nature of the request**

<i>Reasonable Accommodation Request</i>	<i>FY17</i>	<i>FY18</i>
Apartment style/non-communal setting	86	15
Private bathroom/near a bathroom/bathroom attached	33	9
Food-/diet-related/Medication	42	10
Other - includes medical and non-medical request	44	17

**b. Whether the request was granted or denied and, if denied, the reason for denial**

All reasonable accommodation requests have been granted.

**c. The locations of such placements**

DHS is able to accommodate these requests through existing inventory at DC General Family Shelter, in our Apartment-Style units, and in Motels.

## **DOMESTIC VIOLENCE**

**52. It is the Committee’s understanding DHS does not currently have a process for tracking individuals who identify domestic violence as a sole barrier to placement in housing. Please provide a rationale for why this data point is tracked for families but not individuals.**

The information is collected for both the family and the singles systems, but it is collected in different ways. Since Virginia Williams Family Resource Center (VWFRC) is the entry point for all families seeking shelter, VWFRC is able to get a picture of all families fleeing domestic violence by asking a question on their intake assessment—the Family Assessment Mapping (FAM) Form. The system for single adults is different because there are multiple entry points and it does not include extensive assessment at intake but rather through the Coordinated Assessment and Housing Placement (CAHP) process. By definition, low-barrier shelters provide emergency shelter services to anyone who needs them without any additional obstacles or pre-requisites. Shelters do not require clients to answer questions about why they are seeking services—their goal is to provide immediate easy shelter to anyone who needs it. As a result, information about domestic violence – or any housing barrier—is not collected at intake.

Instead, it is collected in two different ways:

1. The SPDAT Assessment (Service Prioritization Decision Assistance Tool). Anyone seeking housing assistance in addition to shelter is connected to the District’s Coordinated Assessment and Housing Placement process—a process required by the U.S. Department of Housing and Urban Development. The first step in that process is taking the VI-SPDAT (Vulnerability Index – Service Prioritization Decision Assistance Tool) assessment to determine housing needs and barriers. This SPDAT includes several questions about experiencing domestic violence and previous traumatic experiences. The answers to these questions are then used to match the person to housing that will best meet their needs.
2. The Point in Time Count. Since the questions about domestic violence are different in the family system than in the singles system, we do not have one number for both systems. In order to determine the number of homeless families and individuals fleeing domestic violence, we include a question about domestic violence in the Annual Point in Time Count. According to the 2017 Point in Time Count 135 adults in families and 265 individuals are homeless because of fleeing domestic violence.

**53. How many families served through the continuum of care identified domestic violence as a housing barrier and/or contributing factor to homelessness during in FY17? What housing**

### **and/or shelter placements were made for these identified families?**

In FY17, 320 households identified domestic violence as a housing barrier on the FAM form. In FY18 through February 7, 2018, 164 families identified domestic violence as a housing barrier. These families were either placed in a safe house or supported through Rapid Rehousing.

VWFRC has established a special process for serving families fleeing domestic violence to ensure that every family fleeing DV, including families who are not District residents, are placed in specialized and appropriate shelter services that meet their unique needs. Every family seeking VWFRC services completes the FAM Form, which is used to assess a family's housing-related needs and as the beginning of a conversation with a VWFRC staff member. Both the FAM form and these initial conversations include questions about the family's experience with domestic violence.

If the adult family member seeking assistance discloses that she/he is fleeing DV, the VWFRC staff member working with the client walks the client to the on-site DV housing coordinator employed by the District Alliance for Safe Housing (DASH). The DV housing coordinator has a more in-depth conversation with the client to get a better sense of her/his needs and housing goals and determine her/ his safety risk level. The coordinator has extensive knowledge of DV-specific housing options and supports, and uses this expertise to connect families to specialized resources. In most instances, the family is placed in DV-specific shelter because DV shelters have the experience and expertise needed to address the family's unique safety, advocacy, and counseling needs.

At the same time, DHS has also worked closely with DV organizations who provide short-term emergency shelter to improve coordination and access to the Rapid Rehousing program. In February 2017, DHS provided training and access to the DHS STEP Tool, the online management system for referrals to Rapid Rehousing program. By providing DV organizations training and access, clients should experience a smoother transition from short-term DV shelter to permanent housing. Earlier this year, DHS also provided DV organizations a number of different resources to improve this coordination including:

1. **A Frequently Asked Questions (FAQ)**, to explain how DV providers can connect individuals and families to DHS services and supports, including connections to longer-term housing assistance;
2. **A DHS Contact List**, to ensure DV providers have the best points of contact in order to promote easier navigation and access to DHS programs and services; and
3. **A Service System Map for DV Survivors**, to visually depict an individual or family's course in seeking and receiving DHS's housing and economic resources.

Through these resources and through continued efforts of the DHS, OVS, DCCADV working group, DHS is committed to continued improvement in service system coordination.

### **54. Please provide details on the grants made for domestic violence housing and services programming by DHS in FY17, including performance of grantees.**

In FY17, there were twelve (12) grant awards made possible through funding from local appropriation and the Department of Health and Human Services, Administration on Community Living Family Violence Prevention Services Program. The FY17 grantees provided shelter and supportive services to domestic violence survivors, as well as counseling, case management and outreach services. Grantees were required to provide monthly reports that codified their success in achieving the identified performance measures and expected outcomes provided in their grant agreements.

FY17 highlights include:

- 70,409 nights of emergency shelter provided;
- 32 training sessions provided in the community training a total of 652 persons - one training was targeted toward youth and 22 youth attended;

- 11,382 targeted counseling service contacts for adult individuals/group sessions; and 7,216 service contacts for children;
- District Alliance for Safe Housing (DASH) conducted eight (8) staff trainings for 15-25 participants that covered an array of topics for the DC General staff. See Question 47 for additional information.

Additionally, in FY17, ESA awarded My Sister's Place with a grant to serve TANF customers. My Sister's Place provided 20,303 pieces of literature in both English and Spanish on the dynamics of domestic violence and available resources. They conducted 25 outreach activities in the community and the locations included DHS, Calvary Women's Shelter, Mary's Center, MPD Beat the Street, Adams Morgan Day, and Paint the Town Purple, and others. They provided 297 case management services to ESA customers. In addition, 1,979 referrals were provided to victims of Domestic Violence, specifically referrals were provided to community agencies, including but not limited to: legal services, mental and medial health care, day care, and transitional or permanent housing.

The table below that lists FY17 grantees, services, and award amounts.

<i><b>Provider</b></i>	<i><b>Type of Services</b></i>	<i><b>Award Amount</b></i>
District Alliance for Safe Housing	Shelter Services	\$125,000
My Sister's Place	Shelter Services	\$492,000
House of Ruth	Shelter Services	\$492,000
My Sister's Place	Counseling & Case Mgmt	\$25,000
House of Ruth	Counseling & Case Mgmt	\$25,000
Mary's Center	Counseling & Case Mgmt	\$20,000
Asian and Pacific Islander	Outreach	\$25,000
Mary's Center	Outreach	\$25,000
My Sister's Place	Outreach	\$25,000
District Alliance for Safe Housing	Housing Counseling & TA	\$271,500
My Sister's Place	Transitional Housing	\$210,000
House of Ruth	Transitional Housing	\$237,500
My Sister's Place	ESA - POWER	\$325,000
<i><b>Total FY17 Grant Awards</b></i>		<i><b>\$2,298,000</b></i>

**55. What domestic violence housing and services grants have been awarded for FY18? Have these funds reached grantees at this time?**

For FY18, there are fourteen (14) domestic violence grant awards. All grant awards have been executed. As in the past, the purpose of the grant awards is to provide shelter to domestic violence survivors, as well as, counseling, case management and outreach services. The tables below list the current grantee organizations, services and award amounts.



<i><b>Provider</b></i>	<i><b>Type of Services</b></i>	<i><b>Award Amount</b></i>
District Alliance for Safe Housing	Shelter Services	\$130,000
My Sister's Place	Shelter Services	\$495,000
House of Ruth	Shelter Services	\$495,000
DC Survivors and advocates for Empowerment	Shelter Services	\$30,575
My Sister's Place	Counseling & Case Mgmt	\$30,000
House of Ruth	Counseling & Case Mgmt	\$35,000
Mary's Center	Counseling & Case Mgmt	\$35,000
Asian and Pacific Islander	Outreach	\$25,000
Mary's Center	Outreach	\$35,000
My Sister's Place	Outreach	\$20,000
Community Family Life Services	Outreach	\$25,000
District Alliance for Safe Housing	Housing Counseling & TA	\$352,500
My Sister's Place	Transitional Housing	\$210,000
House of Ruth	Transitional Housing	\$237,500
DC SAFE	ESA - POWER	\$273,109
<i><b>Total FY18 Grant Awards</b></i>		<i><b>\$2,428,684</b></i>

**56. How many families assessed at Virginia Williams Family Resource Center (VWFRC) in FY17 were identified as, or disclosed being, survivors of domestic violence/having experienced domestic violence? How many referrals were made to domestic violence services?**

In FY17, three hundred and twelve (312) families identified as, or disclosed being, survivors of domestic violence. One hundred and seventy-six (176) were referred for domestic violence services at VWFRC. Families may also be referred for domestic violence services by case managers. In FY18 through February 8, 2018, one hundred and sixty four (164) families identified as, or disclosed being, survivors of domestic violence having experienced domestic violence. Sixty- six (66) referrals were made to domestic violence services at VWFRC. Families may also be referred for domestic violence services by case managers.

**57. What specific training procedures/materials are used to educate case managers and other**

**administrative employees on meeting the needs of domestic violence survivors, including appropriate classification (e.g. category of housing need) and referrals?**

Over the past year, DHS has engaged in a systematic effort to identify gaps in our service system coordination for domestic violence survivors and opportunities to leverage partnerships with domestic violence providers in the community.

DHS provides regular trainings to staff and contracted staff on meeting the needs of domestic violence survivors. In FY17, The Community Partnership offered 25 trainings reaching more than 500 staff on domestic violence, sex trafficking, and trauma-informed care. These trainings are offered regularly to staff across the continuum including, but not limited to: shelter staff, rapid rehousing case managers, and security.

VWFRC provides monthly domestic violence trainings to staff. District Alliance for Safe Housing (DASH) through their TA grant to VWFRC will offer eight (8) trainings in FY18 which are: DV 101 Refresher, Disability and Survivor Impact, Mental Health and DV, Working with Immigrant Families Impacted by DV, Social Media and DV, How to Work with Abusers/Perpetrators, DV and the Impact on Children, and Fleeing Survivor.

Case managers and other administrative employees in the TANF program receive training in identifying and following up with customers experiencing domestic violence. As part of the TANF Comprehensive Assessment customers are asked about barriers to accomplishing their goals, including barriers like domestic violence. If a customer indicates that he/she is experiencing violence and would like additional information and services, TANF case managers connect the customer to the designated TANF Domestic Violence Provider: DC SAFE.

In addition to regular trainings, DHS has offered a number of supplemental trainings over the past year, including training on:

- **The DHS Step Tool to facilitate survivors' connection to rapid rehousing.** Through this tool DV providers can connect survivors living in emergency shelter to the rapid rehousing program, thus decreasing the likelihood of survivors bouncing from shelter to shelter before being placed in permanent housing.
- **Serving Shelter Hotline callers experiencing DV.** DC SAFE trained the homeless shelter hotline staff on protocol for helping callers who have experienced domestic violence in a sensitive and trauma-informed way.
- **DHS services and supports available to DV survivors.** DHS provided a comprehensive training for domestic violence service providers and Crime Victims Compensation Program staff on the types of services and supports DHS offers across both the Family Services and Economic Support Administrations and opportunities for connecting clients to those services.
- **Crime Victims Compensation Program Services available.** The Crime Victims Compensation Program (CVCP) trained Rapid Rehousing staff on the types of financial assistance CVCP can provide and how case managers can connect clients to CVCP supportive services after instances of domestic violence.

To increase awareness and improve consistency of DV trainings, DHS has also convened a group of experts – DV service providers, advocates, DHS front-line staff, and managers – to discuss the key elements every DHS staff or contracted staff should know about DV. The group has drafted a train-the-trainer toolkit to improve the quality, consistency, and efficacy of DV trainings across the Department. The toolkit does not dictate what should be in training – since every training should be tailored to the specific audience—it provides a guideline for what is essential and tips for how to adapt those essential elements to DHS audiences.

**58. In the FY18 budget, the Council funded a contract to provide a Domestic Violence Housing Coordinator at the Virginia Williams Family Resource Center. Please provide a utilization and implementation update on this funding.**

In FY18, the Department expanded the District Alliance for Safe Housing's (DASH) grant for Technical Assistance and Housing Counseling Services at VWFRC. This funding will allow DASH to hire an additional

Community Housing Resource Specialist to provide on-site supportive services to DV survivors. This additional specialist will expand VWFRC capacity to provide housing counseling and housing placement services, support survivors by offering information and resource referrals, facilitate workshops and trainings, and offer technical assistance to DHS staff. DASH is in the process of interviewing applicants for the position.

## **OFFICE OF SHELTER MONITORING**

### **59. How many complaints did DHS' Homeless Shelter Monitoring Unit receive in FY17 and FY18, to date?**

The Office of Shelter Monitoring received forty-nine (49) complaints in FY 17 and thirteen (13) complaints for FY 2018 to date.

#### **a. Provide a breakdown of the number and types of complaints received.**

<i>Complaint by Category</i>	<i>Number of Complaints</i>	
	<i>FY 2018 to Date October 1, 2017-January 17, 2018</i>	<i>FY 2017 October 1, 2016-September 30, 2017</i>
ADA	0	0
Case Management	2	4
Discrimination	0	1
Food	0	0
Health and Environmental	5	15
Housing	0	1
Issue and Violations	5	23
Misconduct	0	0
Maintenance	0	3
Program Rules	1	2
<b><i>TOTAL</i></b>	<b><i>13</i></b>	<b><i>49</i></b>

#### **b. Provide a breakdown of the types and numbers of HSRA violations.**

Of the forty-nine (49) complaints received in FY17, six (6) complaints were found to be substantiated violations of the HSRA, five (5) were complaints regarding health and environmental issues, and one (1) regarding maintenance issues. One (1) was related to pest control, one (1) was related too much heat, one (1) was related to no air conditioning, one (1) black dust due to a fire and one (1) was related to a broken toilet. The health and environmental complaints were referred to the DHS Office of Capital Operations to be remedied and were addressed. The no access complaint was referred to the DHS Family Services Administration to be remedied and was addressed. Of the thirteen (13) complaints received in FY18 none have been substantiated.

**c. Identify the specific facility or program identified in the complaint/HSRA violation.**

*Please see Attachments 59a and 59b - FY17 and FY18 Complaint Violations.*

**d. Provide the outcomes or corrective actions to address each complaint/HSRA violation.**

<i>Complaint by Dispositions</i>	<i>Number of Complaints</i>	
	<i>FY 2018 to Date October 1, 2017-January 17, 2018</i>	<i>FY 2017 October 1, 2016-September 30, 2017</i>
Additional Information Needed	0	0
No Action Required	9	4
No Further Action Required	2	17
Open	0	0
Referred	0	3
Resolved	0	0
Substantiated	0	6
Unfounded	2	18
Unsubstantiated	0	1
<b><i>TOTAL</i></b>	<b><i>13</i></b>	<b><i>49</i></b>

**e. Provide the median response time of responding to complaints and the longest response time.**

In FY17, the median response time was fifteen (15) calendar days and the longest response time was one hundred sixteen (116) days. In the first quarter of FY18 the median response is ten (10) days and the longest response time is thirty-three (33) calendar days.

**60. Has DHS issued an annual report regarding the Office of Shelter Monitoring to the ICH for FY17? If not, when will it be released?**

No, the annual report will be complete by March 30, 2018.

**DC GENERAL SHELTER REPLACEMENT**

**61. Please provide an update regarding any progress on the plan to replace DC General, including the most up-to-date timeline for the completion of replacement shelters and the closure of DC General.**

For nearly ten years, the Department of Human Services (DHS) has used the former DC General Hospital to provide families experiencing homelessness with a safe place to stay while they secure permanent housing. The facility is large and outdated, making it a difficult to provide necessary services. It is also expensive and challenging to maintain.

In February 2016, Mayor Bowser laid out an eight-ward strategy to close DC General and replace it with smaller, service-enriched, community-based Short-Term Family Housing programs before the end of 2018. This plan is well underway, and though we will not have all Short-Term Family Housing buildings online in the original timeframe, we will deliver on the commitment to close DC General this fall.

Beginning in May, DHS will gradually step down its use of the hospital buildings. The best way to do that – with the least disruption for our families – is to ramp down new placements at DC General. As families exit DC General to permanent housing, the census at the shelter will decline. By October 2018, three of our new Short-Term Family Housing programs will be open, as well as 26 new apartment-style units at 4300 12th Street, SE – which will ultimately be used as permanent supportive housing, but will serve as additional shelter capacity during this period of transition. Additionally, the Department will continue its practice of using motels to provide overflow capacity as necessary, while we continue to decrease the census and reduce our lengths of stay.

Following is a list of locations for the short-term family housing programs, along with the scheduled delivery dates.

<i>Ward</i>	<i>Address</i>	<i>Construction Start</i>	<i>Projected Program Open Date</i>
1	2500 14th Street, NW*	Jan-19	Spring 2020
2	810 Fifth Street, NW		The Patricia Handy Place for Women opened in early 2016, and serves more than 200 women per night.
3	3320 Idaho Avenue, NW	Nov-17	Summer 2019
4	5505 Fifth Street, NW	Jul-17	Fall 2018
5	1700 Rhode Island Avenue, NE	Nov-17	Summer 2019
6	850 Delaware Avenue, SW	Jul-17	Summer 2019
7	5004 D Street, SE	Jun-17	Fall 2018
8	4225 6th Street, SE	Nov-17	Fall 2018

## **INTERIM ELIGIBILITY PLACEMENT**

### **62. How many families have been placed in an Interim Eligibility (“IE”) Placement to date in FY18? What is the average length of stay in an IE placement?**

In FY18 through February 7, 2018, 47 families have been placed in Interim Eligibility. The average length of stay in FY18 is six (6) days.

### **63. Please list the number and percent of families who:**

#### **a. Were found eligible following an IE placement;**

In FY18 through February 7, 2018, 27 families (57%) were deemed eligible for placement.

**i. Were placed in IE due to uncertainty around residency;**

In FY18 through February 7, 2018, 10 families (21%) were placed in IEP due to uncertainty around residency.

**ii. Were placed in IE due to uncertainty around family composition;**

In FY18 through February 7, 2018, 7 families (15%) were placed in IEP due to uncertainty around family composition.

**iii. Were placed in IE due to uncertainty around other safe housing arrangements.**

In FY18 through February 7, 2018, 22 families (47%) were placed in IEP due to uncertainty around safe housing arrangements.

**b. Were found ineligible following an IE placement;**

In FY18 through February 7, 2018, 20 families (43%) were deemed ineligible after being placed in IE Placement.

**i. How many were found ineligible due to a determination that they were not District residents?**

In FY18 through February 7, 2018, 8 families (40% of those found ineligible) were deemed ineligible due to a determination that they were not District residents.

**ii. How many were found ineligible due to a determination that they had other safe housing arrangements?**

In FY18 through February 7, 2018, 6 families (30% of those found ineligible) were deemed ineligible due to a determination that they had other safe housing arrangements.

**c. Were found ineligible following an appeal of ineligibility finding.**

In FY18 through February 7, 2018, 2 families (10% of those found ineligible) appealed an ineligibility finding. In FY18 through February 7, 2018, 2 families (100% of those who appealed) were found ineligible following the appeal.

**d. Had IE appeals resolved via administrative review**

In FY18 through February 7, 2018, 0 families (0% of appeals) had an IE appeal resolved through administrative review. Neither family appeared for their administrative review.

**i. How many of these appeals resulted in a finding that the family was eligible?**

N/A

**ii. How many of these appeals resulted in a finding that the family was ineligible?**

N/A

**e. Had IE appeals brought to the Office of Administrative Hearings**

In FY18 through February 7, 2018, 2 (50%) families had IE appeals brought to the Office of Administrative Hearing. One is still pending with OAH. In the other case, OAH did not have to issue a decision because the case was resolved.

**i. How many of these appeals resulted in a finding that the family was eligible?**

N/A

**ii. How many of these appeals resulted in a finding that the family was ineligible?**

N/A

**64. Have you updated any IE notices since last year? If so, please provide copies of those**

notices.

No.

**65. How many families have filed appeals regarding an IE placement or a denial of eligibility following an IE placement?**

In FY18 through February 7, 2018, 2 families had IE appeals resolved via administrative review.

**PERMANENT SUPPORTIVE HOUSING (PSH) & TARGETED AFFORDABLE HOUSING (TAH)**

**66. What is the current budget for the DHS' PSH program for individuals? For families?**

The FY18 PSH budget for individuals is \$28.35M million. The FY18 PSH budget for families is \$18.74 million.

**67. What is the average cost of the DHS PSH program annually per individual? Per family?**

The average cost of the PSH program for individuals is \$25,068 per year. The average cost of the PSH program for families is \$31,440 per year

<i>PSH Household Type</i>	<i>Non-Client Average Annual Housing Cost</i>	<i>Average Annual Case Management Cost</i>	<i>Average Total Cost per Household</i>
Individuals	\$17,868	\$7,200	\$25,068
Families	\$20,820	\$10,620	\$31,440

**68. Please list the number of available PSH slots in the DHS PSH program for individuals. For families.**

In aggregate, DHS has 770 slots for PSH for individuals and 245 slots for PSH for families.

**69. What percentage of DHS PSH units for individuals are being filled through the coordinated entry system for individuals? For families?**

In FY17, 70 percent of individuals matched to PSH were filled through the coordinated entry system. A family coordinated entry system was implemented in FY18.

DHS has been working to increase our utilization of the CAHP system as our primary referral source for supportive housing resources. In the past, other referral sources have included the Mayor's Office, Rapid Rehousing, DBH, Outreach Services and Shelter in-reach. Individuals targeted from these alternative referral sources have received a clinical assessment by a licensed clinical social worker. Moving forward, that clinical assessment will be translated into a completed SPDAT, so the client's score can be factored into the CAHP referral process.

**70. With respect to TAH, how does DHS determine who should be screened for the program? How does DHS determine who should be referred to the program? Please describe what the process should look like from the time an individual or family is referred to TAH to the time they receive their voucher, including a timeline.**

DHS receives referrals from numerous sources for the TAH program. The most frequent sources being the Coordinated Entry System. DHS receives referrals from rapid rehousing providers for clients who need longer-

term supports and from Permanent Supportive Housing for clients who no longer need intensive case management but need the long-term affordability. DHS screens these individuals based on their VI-SPDAT and/or Full SPDAT assessment scores, in which they score within 6 -12 and/or 29-45, respectively, are chronically homeless, have a chronic disability and are ages 60 or older (exceptions are made for individuals under 60 years old).

In the Coordinated Entry system, individuals are tentatively matched to TAH based on appearing on the By-Name-List (list of actively homeless individuals within the last 90 days) and scoring within the score bands indicated above. An Outreach, shelter or community provider is assigned to the tentatively matched individual to complete a TAH referral form.

The RRH program refers individuals who are actively enrolled in their program and have been identified and assessed to need long-term financial assistance via rental assistance. The individual may not need case management or are actively receiving it from a community resource. The individual must be connected to appropriate community resources, be independently able to manage their Activities of Daily Living (ADLs) and have limited income earning potential. The Provider is responsible for completing a TAH referral form and submitting to the RRH Program Coordinator for review and submittal.

The PSH program refers individuals who have been identified by their case management provider to no longer need intensive case management services, pay their rental portion and utilities on time and navigate community resources with little to no assistance. The individual must be connected to appropriate community resources and independently manage their ADLs. The PSH Provider is responsible for completing the TAH referral and submitting to their assigned PSH Program Monitor for review and submittal.

Outreach, shelter in-reach and walk-in referrals utilize the same criteria above but are clinically assessed by a Licensed Clinical Social Worker (LCSW). The referring Social Worker is responsible for completing the clinical assessment and referral form to submit to the TAH Supervisory Social Worker.

Once referrals are completed and initially reviewed, the referral forms are to be submitted to the TAH Supervisory Social Worker for approval, denial or request for additional information. Once an individual is approved, the Supervisory Social Worker communicates the approval to the provider and/or DHS staff who submitted the referral.

The individual is a TAH program participant once a referral is approved and is assigned a TAH Program Monitor. The individual must then complete the housing application. The individual, with assistance from their Outreach Provider, TAH Program Monitor and/or PSH/RRH Provider, must gather all required documentation (i.e. government issued ID, birth certificate, income statement, etc.) and complete the DCHA housing application. Once complete, the application is submitted to the TAH Supervisory Social Worker for review and submittal to the DHS DCHA Team for final review and submittal to DCHA for review and approval of voucher.

On average, it takes two months for a TAH referral to be submitted to the TAH program from the Coordinated Entry System. This can be due to lack of familiarity with the client, which makes it more challenging to complete a referral, or because an individual cannot easily be found. It is a process DHS and community providers are working to refine and reduce the time it take to complete and submit a referral. Referrals take one week once an individual is identified or assessed to submit a referral.

On average from the date of program enrollment to submittal of application is 36 days. The length of time from an approved referral to submittal of a housing application varies on if the individual has their documents (i.e. government issued ID, birth certificate, income statement, etc.).

On average, it takes 14 days for DCHA to process a DCHA housing application. The length of time may vary if the client has criminal background history or supportive documents need to be updated.

**71. With respect to the PSH, how does DHS determine who should be screened for the program? How does DHS determine who should be referred to the program? Please**



**describe what the process should look like from the time an individual or family is referred to PSH to the time they receive their voucher, including a timeline.**

The Department of Human Services (DHS) receives referrals from numerous sources for the PSH program. The most frequent sources being the Coordinated Entry System, DHS' Rapid Rehousing and TAH Program step-ups, outreach, shelter in-reach and walk-ins referrals for people who are unsheltered. DHS screens these individuals based on their VI-SPDAT and/or Full SPDAT assessment scores, in which they score within 8 -20 and/or 35-60, respectively, are chronically homeless and have a chronic disability.

In the Coordinated Entry system, individuals are tentatively matched to PSH based on appearing on the By-Name-List (list of actively homeless individuals within the last 90 days) and scoring within the score bands indicated above. DHS then reviews the matches to ensure individuals meet the basic eligibility criteria of being chronically homeless and having a chronic condition/disability. Once this is confirmed, individuals are assigned to a PSH provider and the PSH provider begins to work with the individual to complete the housing application and work on case management.

The RRH program refers individuals who are actively enrolled in their program and have been identified and assessed to need long-term financial assistance via rental assistance and need intensive case management. The Provider is responsible for completing a PSH referral form and submitting to the RRH Program Coordinator for review and submittal.

The TAH program refers individuals are in the housing process or may have been already housed and have been identified and assessed to need intensive case management in addition to the rental assistance. The TAH Program Monitor is responsible for completing the PSH referral and submitting to the TAH Supervisory Social Worker for review and submittal.

Outreach, shelter in-reach and walk-in referrals utilize the same criteria above but are clinically assessed by a Licensed Clinical Social Worker (LCSW). The referring Social Worker is responsible for completing the clinical assessment and referral form to submit to the PSH Supervisory Social Worker.

Once referrals are completed and initially reviewed, the referral forms are to be submitted to the TAH Supervisory Social Worker for approval, denial or request for additional information. Once an individual is approved, the Supervisory Social Worker communicates the approval to the provider and/or DHS staff who submitted the referral.

From the point of receiving the tentative matches from the Coordinated Entry system, it takes 3 days for DHS to research and assign the matched individuals to a PSH Provider. For RRH, the Provider is responsible for seeing the individual through the housing process, once an individual has identified a unit and the unit has been submitted for inspection, DHS assigns a PSH Provider to begin the warm handoff from RRH services to PSH services. The time may vary for each individual, but once a unit is submitted for inspection the individual may be assigned a PSH Provider the same day. Once a referral is approved for TAH, outreach, shelter in-reach and walk-in referred individuals, they are assigned a PSH provider the same day.

The average days of assignment to submittal of a DCHA application is 45 days. This length of time varies by Provider and by client. Delays in submitting applications are mainly due to individuals mental health (i.e. paranoia in submitting documents), the client not having documents (i.e. government issued ID, birth certificate, income statement, etc.) or waiting for birth certificates from different jurisdictions.

**72. Are all families evaluated for TAH and PSH referrals? How does DHS ensure that providers are making referrals where required.**

All FRSP families are assessed by their case manager and families with the highest levels of need may qualify for deeper supports, including more intensive interventions like Targeted Affordable Housing (TAH) or Permanent Supportive Housing (PSH). Families who need a more intense intervention are prioritized and matched for alternative housing placements by case managers, who participate in the Family Coordinated Assessment Housing

Placement (F-CAHP) meetings.

**73. How many families (percent and number) go straight from shelter or a prevention program into TAH or PSH?**

In FY17, eighty-seven (87) families moved from emergency shelter or the Homeless Prevention Program into permanent housing with a TAH or PSH voucher. In FY18, eight (8) families have moved from emergency shelter or the Homeless Prevention Program into permanent housing with a TAH or PSH voucher.

**74. How many PSH slots became available due to turnover in FY17 for individuals? For families?**

In FY17, twenty-two (22) PSH slots individuals and twenty-eight (28) PSH slots for families became available due to turnover.

**75. For FY17 and FY18 to date, when a slot became available due to turnover, what was the average time necessary to fill the unit for an individual? For families? What was the shortest time? The longest time?**

Historically, DHS has not captured turnover information in the manner in which it's being asked. From the date DHS is notified that an individual or family exits a voucher, DHS submits the Notice of Vacate to DCHA to stop payment and release the voucher from the household. Once DCHA is notified, it takes between 30 and 45 days to release the voucher and to notify DHS. Once the voucher has been released from the household it is attached to, DHS can make a new referral for the voucher. In terms of filling the unit, once a voucher is awarded to the new PSH referral, they have up to six (6) months to identify a unit.

**76. What is the breakdown of funding sources for PSH rental subsidies in FY17 and FY18, to date? How many and what type of federal and local vouchers are used for the program?**

<i>Funding Source</i>	<i>Voucher Allotment</i>	<i>Vouchers Utilized</i>	<i>Vouchers Available</i>	<i>Voucher Type</i>
LRSP 250 FY16	250	250	0	Local
LRSP 380 FY17	380	380	0	Local
LRSP 240 FY18	240	69	171	Local
HCVP 447	447	447	0	Federal
HCVP 113	113	113	0	Federal
Local Funding	415	415	0	DHS Local
HCVP -Seniors *	23	23	0	Federal
HCVP -NED *	51	51	0	Federal

\* These voucher slots are not renewed by DCHA as individuals program participants exit the PSHP.

**77. How many of the PSH slots funded in the FY 2018 budget have been filled for individuals? For families?**

There were 240 slots funded in FY18 for individuals and 116 slots have been filled. There are 145 slots funded in FY18 for families. Providers are in the process of hiring case managers to fill the slots.

**a. How many of the slots do you anticipate filling each month from March to September?**

DHS has been receiving between 30-60 referrals from Coordinated Entry per month since late December, 2017. Based on this rate of referrals, DHS anticipates that all FY18 slots will be allocated by April 2018.

**b. Have there been delays in filling these PSH slots? If so, what are they?**

Yes. DHS has been working with OCP to issue new task orders to current and new PSHP providers. This process was delayed by the allocation of task orders, review and signing of Human Care Agreements, onboarding of case managers for increased caseloads, and training of new case managers on the PSH Program. All vouchers will be allocated to Providers through the Coordinated Entry System by the end of April 2018.

**78. What is the average length of time from when a client is identified as needing PSH to their placement in PSH housing for individuals? For families?**

Individuals are identified as needing PSH based on the VI-SPDAT and Full SPDAT assessments. Families are prioritized to PSH via Coordinated Entry for families.

Once referred from Coordinated Entry, it takes up to 3 days to assign the individual to a PSH provider. For individuals and families, the average length of time from date referred to date housed is 130 days (4.3 months). This delay is caused by several different factors: barriers to obtaining necessary documentation (ID, birth certificate, social security card, etc.), criminal and credit background checks, mental health issues and housing search.

**RAPID RE-HOUSING PROGRAM (RRH)**

**79. Please identify how many individuals and families are currently participating in the Rapid Rehousing (RRH) program.**

As of February 7, 2018, 1,434 families are participating in the RRH program.

As of February 7, 2018, 183 individuals are participating in the RRH program.

**a. What is the total funding for the RRH program?**

The FY18 the budget for families is \$34 million.

The FY18 budget for individuals is \$5.86 million.

**b. What are the maximum and average subsidy terms for this program?**

The RRH for families program is designed to be a short to medium term subsidy approximately 12 months. Regulations allow the Department to provide extensions when funding is available. In FY17, the average length of time a family received the subsidy was 16.1 months, and to date in FY18, it is 15 months.

The RRH for individuals is designed to be three to six months. The average subsidy term is 5.2 months.

**c. Please identify the average rents of the apartments rented by RRH participants by bedroom size.**

The chart below applies to RRH for families:

<i>Bedroom Size</i>	<i>Average Rent – FY17</i>	<i>Average Rent - February 2018</i>
Efficiency	\$980	\$1,061.71

<i>Bedroom Size</i>	<i>Average Rent – FY17</i>	<i>Average Rent - February 2018</i>
1BR	\$1,271.93	\$1,038.29
2BR	\$1,712.10	\$1,315.94
3BR	\$ 2,374.75	\$1,703.95
4BR	\$ 2,791.85	\$2,876.16
5BR	\$ 3,379.00	\$2,622.33

The chart below applies to RRH for individuals:

<i>Bedroom Size</i>	<i>Average Rent – FY17</i>	<i>Average Rent – FY18</i>
Bedroom in shared housing	\$700	\$682
Efficiency	\$980	N/A
1 bedroom	\$1271	\$1058

**d. Is there outreach to landlords and/or negotiations to bring down rental costs?**

Yes, DHS conducts outreach to landlords with the goal of reducing rent for clients. Most landlords are hesitant to lower their rent, but will occasionally reduce or waive rental application fees. Late last year, DHS changed the payment structure for families who are in the Rapid Rehousing program and participating landlords. Instead of receiving two forms of payment for rent each month, landlords who participate in the Rental Partnership Initiative (RPI) will receive the full value of the rental payment from the District of Columbia Housing Authority (DCHA) and participants will pay their portion of the rent directly to DCHA. The RPI has given DHS some additional leverage when negotiating rents.

**80. Please provide the following information about families participating in RRH in FY17 and FY18, to date:**

**a. The number and percentage that is on the DCHA waiting list for subsidized housing;**

In FY17 237 households participating in RRH have also submitted an application for the DCHA Housing Choice Voucher program.

In FY18 a total of 61 families have been matched to apply for a DCHA Housing Choice Voucher.

**b. The number and percentage with a head of household that receives TANF; and**

As of December, seventy percent of families participating in RRH also receive TANF.

**c. The number and percentage with a head of household that receives SSI or SSDI.**

As of December, 13 percent of head of households receive SSI or SSDI.

**81. How many providers are DHS/TCP working with to implement the RRH program? Please identify each provider.**

**a. For each RRH provider, please identify the amount of their contract, number of individuals/families contracted to serve; number of families currently being served; and the**

**ratio of case managers to families.**

<i><b>Provider</b></i>	<i><b>FY18 12-Month Contract Amount</b></i>	<i><b>Contracted Capacity as of 2.1.18</b></i>	<i><b>Households Served in 2018</b></i>	<i><b>Case Manager to Client Ratio</b></i>
Capitol Hill Group Ministries	\$494,400	50	65	1:17
Catholic Charities	\$550,081.80	86	98	1:22
Collaborative Solutions for Families	\$370,800	40	14	1:13
Community of Hope	\$1,820,516.76	211	184	1:25
East River Collaborative	\$284,280.00	30	34	1:15
Echelon Community Services	\$1,009,999.00	75	82	1:25
Edgewood Brookland Collaborative	\$148,320.00	20	20	1:20
Far Southeast Collaborative	\$278,100.00	25	30	1:13
Georgia Avenue Collaborative	\$566,714.13	87	24	1:17
North Capitol Collaborative	\$1,976,816.90	315	269	1:22
SOME	\$642,363.12	21	23	1:11
Housing Up (Formerly Transitional Housing Corporation)	\$1,843,667.26	240	156	1:19
OWO (DHS Office of Work Opportunity)		345	587	1:23

The chart below refers to RRH Individuals:

<i><b>Individual RRH Providers</b></i>	<i><b>FY18 12-Month Contract Amount</b></i>	<i><b>Contracted Capacity</b></i>	<i><b>Currently Serving</b></i>	<i><b>Case Manager to Client Ratio</b></i>
Friendship Place	\$2,128,000.00	100	100	20:1
Bradley & Associates, LLC	\$493,870.00	20	13	20:1
Echelon Community Services	\$493,870.00	20	19	20:1

<i>Individual RRH Providers</i>	<i>FY18 12-Month Contract Amount</i>	<i>Contracted Capacity</i>	<i>Currently Serving</i>	<i>Case Manager to Client Ratio</i>
Life Deeds, Inc.	\$493,870.00	20	16	20:1
Wheeler Creek Estates CDC	\$493,870.00	20	16	20:1
Collaborative Solutions for Communities	\$493,870.00	20	5	20:1

**b. What training and support is offered to providers?**

Below is a description of trainings offered to RRH provider staff.

**Homeless Services Reform Act (2005) Regulation Overview Training.** Attendees are provided with information about the rights and responsibilities of clients of homeless services providers, and the standards by which the District of Columbia and homeless services providers must deliver services to clients. Attendees also receive instruction on the procedures for resolving disputes between clients and providers of homeless services.

**Customer Service and Language Access Training.** In this training, attendees are provided with information on identification of various types of behaviors and general tools and strategies for managing and meeting the needs of clients, including language access. The Language Access Act of 2004 mandates that District agencies make interpretation services available to all LEP/NEP customers seeking services. Training participants will discuss concepts of culture, identity and language; discover the District’s Foreign-born & LEP/NEP Communities; review Laws Governing “Language Access;” and receive resources in working with LEP/NEP populations.

**Unusual Incident Reporting.** In this training, attendees are provided information on how and when incidents should be reported.

**Americans with Disabilities Act (2010) and Reasonable Accommodations Training.** This training details the Americans with Disabilities Act and how to assist clients who are seeking reasonable accommodations within their program.

**Housing Based Case Management.** This training offers strategies, based on various evidence-based practices, to ensure that housing-based case managers are focusing on tenants’ most important skills, are timing interventions effectively, and are making use of appropriate resources. Attendees learn about the related concepts of Critical Time Intervention, Harm Reduction, Supported Employment, Housing First, Recovery and Wellness, and Motivational Interviewing--all of which can help case managers and their property management partners to increase housing retention rates and create sustainable tenant-staff relationships. At the end of this training, case managers will have a greater understanding of how to support tenants in supportive housing, allowing them to maintain their housing and more easily move towards personal recovery.

**Cultural Competency 101.** This training focuses on skill-building based on four (4) of the National Association of Social Workers (NASW) Standards on Cultural Competency: Ethics and Values, Self-Awareness, Service Delivery, and Language Diversity. Experiential exercises are used to illustrate the concept of culturally-bound frames of reference and how to use awareness of these frames to heighten cultural sensitivity. Although the NASW Standards are used, this training is useful for all staff in human service settings, regardless of role. At the end of this training, attendees will be better equipped to offer culturally-sensitive services to a wide range of persons.

**Understanding Special Needs.** This training provides an overview of the experiences of people living with special needs, including mental illness, substance abuse, and HIV/AIDS. It also offers information on how co-occurring disorders interact with one another and impact how persons respond to services. Special emphasis is placed on understanding staff roles in supporting persons with special needs and managing everyday problematic situations. Well-trained clinical staff matched with well-trained non-clinical staff makes for an ideal team that

work collaboratively to provide optimal services.

**Non-Coercive Approaches to Conflict Management.** This training offers participants the skills to intervene in the early stages of conflict as a way to prevent violence, and looks at person-centered approaches to establish relationships that help prevent tense situations from intensifying. This training also describes the different stages of conflict escalation and ways to respond to each stage. At the end of the training, attendees will have a better understanding of conflict and greater confidence in responding to conflicts.

**Working With Transitional Aged Youth.** The training places special emphasis on employment and wellness, as well as youth development and the impact of loss and trauma. Strategies for engaging young persons and helping them develop support systems are discussed, and the unique motivations of youth are reviewed. This training also provides an introduction to Motivational Interviewing techniques designed to help youth move towards recovery. Attendees will leave the training with a more comprehensive understanding of how to work with persons during this critical transition age, and a greater appreciation of this population's needs.

**RRH Technical Assistance.** Through technical assistance provided by HUD, ICH and DHS, Abt Associates continued to provide technical assistance to DHS. Recognizing the importance of rapid rehousing within the District's continuum of care, Abt Associates' assistance is focused on identifying and developing strategies to improve key components of the rapid rehousing program. This technical assistance proved valuable for key stakeholders while assisting all parties in gaining a clearer understanding of expectations, and supports in place to assist households in successfully exiting rapid rehousing.

For the onboarding process of RRH-I, providers received training on the following:

- Case Management Training – In this training, attendees were provided a program overview of contract requirements for providing case management services, timeline and the requirements for Financial Assistance.
- OCTO RRH database training – this training provided attendees with knowledge on how to navigate the OCTO Rapid Rehousing application in creating clients, assigning clients to their program, entering case notes, services plans, re-certifications, UIRs, client concerns and entering landlord and clients leasing information and financial assistance amounts.
- Unusual Incident Reporting - In this training, attendees are provided information on how and when incidents should be reported to the Office of Program Review, Monitoring and Investigation (OPRMI).
- HMIS New User Training – TCP trained attendees on how to navigate the Homeless Management Information System (HMIS) by entering program enrollment and exit information for program participants.
- VI-SPDAT Training – trains individuals on how to use the Districts short-term assessment for homeless individuals which assess the individual's vulnerabilities. The assessment looks at the individual's history of homelessness and housing, risks, socialization and daily functioning and wellness. Attendees learned how to conduct the assessment and enter the information into HMIS.
- Full SPDAT training – trains individuals on how to use the District's long form assessment to gain a more in depth understanding of the individuals homelessness and vulnerabilities. Attendees learn to accurately assess and score the individual based on the information presented.

The Program meets with Providers one-on-one to troubleshoot or case conference individual cases.

**c. Does DHS collect data on provider performance? If so, what does that data show?**

For RRH Individuals, yes, DHS collects data on provider performance. However, the data is still fairly new based on the program start date in December 2017. To date, all Providers are meeting contractual performance requirements with the exception of one Provider who experienced a delay in staffing and has been slow to receive referrals for their contracted caseload.

For families, DHS contracts TCP to oversee the contract and performance of RRH providers. Per TCP's

monitoring plan, HMIS will be used to produce provider report cards to determine the level and frequency of monitoring. However, the reports provided by TCP did not provide detailed data to reflect providers' performance. DHS is working with TCP to remediate this challenge. In the interim, DHS is collaborating with TCP to conduct case reviews to assess the level of services provided to families including effective case management, addressing barriers and connection to services.

**82. Do the RRH services vary by provider? Is there a common set of services that each provider is required to provide? If yes, please identify these services.**

Services do not vary by provider.

For families, the common set of services that each provider is required to provide are laid out in the Family Re-Housing and Stabilization Program Regulations. Please see Attachment 82 - FRSP Regulations.

For individuals, the common set of services each provider is required to provide are laid out in the Department's contracts. Each provider is required to:

1. Locate/engage the potential participant;
2. Assess the participant's housing barriers;
3. Develop and support the client to achieve the goals identified in a service plan focusing on the participant's strengths and barriers;
4. Connect participants with relevant referrals and or community resources;
5. Assist the participant with housing navigation;
6. Complete an inspection of the unit (Housing Habitability standards);
7. Assist with explaining lease-terms, payment of security deposit and rental payments and assistance obtaining utilities and facilitate move-in.

All providers provide a minimum of three (3) months of financial assistance once the participant is housed and may provide up to six (6) months of financial assistance. Any financial assistance requests beyond the six (6) months must be approved by DHS. Financial assistance includes: security deposit, monthly rental assistance (the participant is responsible for 30 percent, if employed), up to \$200 of utility assistance, and up to \$300 in essential household items (e.g.: mattresses, bed linens, eating utensils).

**83. In light of recent testimony regarding breakdowns in quality and timeliness of providers' services, such as case management, in what new ways does DHS plan to use the contracts it has with providers to improve provider compliance?**

Historically, capacity for service provision within the FRSP program has not kept pace with the demand for RRH assistance. With the primary focus on supporting families out of shelter and into housing, services had followed the housing assistance by up to four (4) months. This was not an issue of provider compliance.

In order to enhance the quality of services, DHS has strengthened and clarified the overall case management requirements, and has provided further clarity and requirements pertaining to extension requests, relocations and recertifications for families in RRH.

In October 2018, DHS has provided additional capacity building and oversight of case managers to have a better understanding of clients' needs throughout their time in the program and be able to support clients to budget their money, obtain employment or enroll in training programs, and plan for a successful transition when the Rapid Rehousing program ends.

**84. Upon placement in housing, do all individuals/families immediately receive the case management that comes with RRH? If no, what is the average time between placement and connection to case management?**



Historically, capacity for service provision within the RRH program has not kept pace with the demand for RRH assistance. With the primary focus on supporting families out of shelter and into housing, services had followed the housing assistance by up to four (4) months. We have recently expanded case management capacity of four providers (Community of Hope, Housing Up, Georgia Avenue Collaborative and North Capitol Collaborative) which will assist in assigning a case manager to families upon lease up.

For individuals, placements in the program are only made when providers have case management capacity. Therefore, all individuals receive case management at enrollment with a RRH program provider.

**85. Last year, the Department reported a drop in the number of landlords willing to rent to individuals/families with RRH subsidies. Has the trend continued over the past 12 months.**

No, we have not seen decrease in the number of landlords willing to rent to individuals and families participating in rapid rehousing. However, given the tight housing market, the shortage of affordable housing units and the rigid rental application screening requirements, helping families and individuals access units remains a challenge.

Recognizing that accelerating our progress will require the partnership of landlords who are willing to give residents a much-needed second chance, the Department made the following systems improvements to support program participants and to strengthen our partnerships with landlords in FY17:

**The Landlord Partnership Fund:** The Landlord Partnership Fund is a privately funded initiative that will offer protections to landlords on the condition that they relax their screening criteria (credit score and past evictions). The protections will include the ability to collect reimbursement from the Fund to cover unpaid rent, damages to the rental unit, or other lease charges. Eligible housing programs include Rapid Rehousing and Permanent Supportive Housing. The Landlord Partnership Fund was developed by the DowntownDC Business Improvement District and the Coalition for Non-Profit Housing and Economic Development (CNHED), and will be administered by CNHED.

**The Rental Partnership Initiative:** This initiative streamlines the payment structure for families who are in the Rapid Rehousing program and participating landlords. Instead of receiving two forms of payment for rent each month, landlords will receive the full value of the rental payment from the District of Columbia Housing Authority (DCHA) and participants will pay their portion of the rent directly to DCHA. To participate in this initiative, landlords must sign a Housing Assistance Payment (HAP) contract, which gives DHS the ability to withhold rental payments for reported maintenance or housing conditions issues.

**Flexible Rent Subsidy Pilot Program:** With a severe shortage of affordable units, this shallow rental assistance program provides families with monthly rental assistance and case management focused on increasing stability for up to four years. Set to launch this fall, the pilot program targets families who, based on their income, are at risk of homelessness and is an exciting partnership with the Interagency Council on Homeless (ICH), the Department of Housing and Community Development, and The Lab @ DC, which will help us test whether the program is working.

**Enhanced Case Management in Rapid Rehousing Program:** DHS has strengthened and clarified its case management requirements. Starting in October 2018, DHS is providing additional capacity building and oversight of case managers so we can better support clients to budget their money, obtain employment or enroll in training programs, and plan for a successful transition when the Rapid Rehousing program ends.

**Better Communication Vehicles between DHS and Landlords:** DHS has established a portal to help landlords quickly resolve issues. This portal is a direct connection to DHS and case managers to help resolve payment or other program-related questions. Additionally, with support from our generous philanthropic community, the ICH will have a full-time staff person dedicated to system-wide coordination of landlord engagement and housing location efforts. *The DC Landlord Engagement and Housing Location Network* will coordinate activities across housing programs, populations, and partners.

**86. Please provide the number of individuals/families DHS expects to serve with RRH at any**

**given time in FY18.**

The Department anticipates serving 200 individuals and 1,450 families with RRH at any one time.

**87. Please provide the number and percentage of individuals/families that have accepted RRH since October 1, 2017 that have moved into housing.**

Between October 1, 2017 and February 8, 2018, 368 families have accepted RRH and moved into housing.

Between October 1, 2017 and February 8, 2018, 38 individuals (20 percent of those referred) have accepted RRH and moved into housing.

**88. For individuals and for families who participated in RRH in FY17 and FY18 to date:**

**a. What was the average monthly income of RRH participants at the time of program entry (including for those who entered before the start of FY17)?**

In FY17, the average monthly income of RRH family participants at the time of program entry was \$278.30. In FY18, the average monthly income of RRH individual participants at the time of program entry was \$341.33.

In FY17, the average monthly income of RRH individual participants at the time of program entry was \$855.25. In FY18, the average monthly income of RRH individual participants at the time of program entry was \$972.43.

**b. At the time of program exit?**

In FY17, the average monthly income of RRH family participants at the time of program exit was \$541. In FY18, the average monthly income of RRH family participants at the time of program exit was \$1,078.

In FY17, the average monthly income of RRH individual participants at the time of program exit was \$966.34. In FY18, the average monthly income of RRH individual participants at the time of program exit was \$1,295.56.

**c. How many families who participated in RRH in FY17 and FY18 to date increased their income? What percentage of participants did this represent?**

In FY17, 450 families, or 26 percent, of program participants grew their income during their time in the program. In FY18 through February 6, 2018, 524 families, or 31 percent, of program participants grew their income during their time in the program.

In FY17, 46 individuals, or 34 percent, of program participants grew their income during their time in the program. In FY18 through February 6, 2018, 11 individuals, or 10 percent, of program participants grew their income during their time in the program.

**d. How many families who participated in RRH in FY17 and FY18 to date did not experience an increase in their income? What percentage of participants did this represent?**

In FY17, 1,279 families, or 74 percent, of program participants did not grow their reported income during their time in the program. In FY18 through February 6, 2018, 1,166 families, or 69 percent, of program participants did not grow their reported income during their time in the program.

In FY17, 68 individuals, or 51 percent, of program participants did not grow their reported income during their time in the program. In FY18 through February 6, 2018, 19 individuals, or 70 percent, of program participants did not grow their reported income during their time in the program.

**89. Please provide the number of “housing locators” that have been hired on a full-time basis for the RRH program. Please provide the number of clients that have been served by these locators and the overall percentage that this represents of clients identified for the program.**

Two Housing Navigators are currently on staff at DHS to lead the housing searches throughout the emergency

shelter system. They serve all RRH clients, as they identify units across the District. Families are also encouraged to search for units that meet their specific needs

For Individuals, case managers are the “housing locators” for the RRH program.

**90. Regarding the process for determining whether an apartment unit of acceptable quality for RRH, please:**

**a. Explain the standards that are used to evaluate whether an apartment unit is of acceptable quality for RRH**

All units are required to be rent reasonable as determined by the District of Columbia Housing Authority (DCHA) payment standards.

For families, each unit must pass a Department of Housing and Urban Development - Housing Quality Standards (HQS) inspection completed by a certified HQS Inspector.

For individuals, the program uses the HUD Housing Habitability Standards Checklist. This checklist allows for RRH case management providers to independently inspect the units themselves. The Housing Habitability Checklist is tailored for inspections and rental of bedrooms in shared housing, which are more affordable to participants. Using the Housing Quality Standards (HSQ) (used by DCHA) would limit our ability to rent bedrooms in shared housing and would limit the housing stock to efficiencies and one bedroom units, which most participants cannot afford when the subsidy ends.

**b. Explain the inspection process, including the process and timeline for initial inspections and addressing problems with units that do not initially meet standards of acceptable quality**

Once a family identifies and is approved for a FRSP unit an inspection is scheduled and administered by District of Columbia Housing Authority (DCHA). Generally, a representative from DCHA reaches out to the landlord within three (3) business days to schedule a time for the inspection. Once the inspection occurs, the landlord is notified if the unit has passed or failed the inspection. If the unit fails the landlord is provided with a list of items to mitigate. The landlord is provided contact information for DCHA in order to reschedule an appointment once the items are mitigated. This generally happens within 7-14 business days.

For individuals, the inspection process involves the case manager visiting the unit/room available for rent with the participant and completing the DHS Housing Habitability Standards Checklist. If units do not meet the standards outlined on the Habitability Standards Checklist and the landlord is unable or unwilling to correct deficiencies, participants work with their assigned case manager to identify other units.

**c. Separated out for individuals and for families, for FY17 and for FY18, please provide:**

This data is not tracked for individuals.

**i. The number of units inspected;**

	<i>FY17</i>	<i>FY18</i>
Families	382	183

**ii. The number of units described in (i) above that passed initial inspection.**

	<i>FY17</i>	<i>FY18</i>
Families	231	127

**iii. The number of units described in (i) above that failed initial inspection.**

	<i>FY17</i>	<i>FY18</i>
Families	151	56

**iv. The types of corrective actions taken to address problems found in units described in (iii) above.**

Housing navigators and case managers work to provide and prospective landlords with the Inspection Checklist prior to the scheduling of an inspection to increase the chances of the unit passing the inspection. If a unit fails DCHA inspectors provide a detailed report of what needs to be mitigated in order for a unit to pass inspection. Some of the things that landlords are required to address include fixing the smoke detectors, locks or leaking plumbing or covering all electrical outlets/switches or making sure utilities (water, gas, electric) are turned on.

**v. The average length of time it took to correct problems identified in units described in (iii) above.**

In FY17, it took landlords 15 business days on average to correct problems identified in units. In FY18, the average time reduced to 12 business days.

**vi. The number of units described in (iii) that customers eventually moved into**

In FY17, a total of 120 and 44 units in FY18 eventually passed inspections and families moved into the unit.

**91. Does the Department track how often housing conditions issues arise in units that RRH tenants rent? If so, please provide any data the Department has regarding the frequency of housing conditions issues, with an explanation of how that data is collected.**

On a monthly basis, service providers share reports from their home visits that may document issues with housing conditions, but this data is not tracked in aggregate. Beginning in February 2018, this data will be tracked electronically. Additionally, TCP has had 65 requests for relocation since October 2016 that were related to housing conditions issues.

For Individuals housed in the RRH program the Department does not track this information.

**92. Please provide an explanation of the process for assisting RRH tenants in ensuring that landlords address housing conditions issues that arise during their participation in RRH.**

DHS has recently introduced a Housing Assistance Payment (HAP) agreement as a precondition to enroll in Rental Partnership Initiative. The HAP contract will allow DHS to withhold rental payment from the landlord in instances where housing quality standards are not addressed timely, thus, provide insurance for families that the unit conditions are up to DCHA's housing condition standards.

In addition, we have a relocation protocol to help households move when a landlord fails to address substantial housing code violations. The DHS relocation protocol states that the Service Provider shall assist a tenant in relocating to a different unit if, at any time during the participant's time in FRSP:

- The participant needs to move as a result of reasonable accommodation
- The participant needs to move as a result of domestic violence; or
- The unit has substantial housing code violations which adversely impact the health or safety of the participant's household, which the landlord fails to address after receiving notice of the housing code violation.

**93. Please provide the number of times that the RRH provider portion, as opposed to the participant portion, of the rental subsidy was paid late in FY17 and FY18, to date. Please provide the reasons for these late payments.**

In FY17, there were 213 late payments. In FY18 through February 8, 2018, there have been 115 late payments. Seventy percent of late payments were because landlords had failed to provide appropriate documentation for payment. Other reasons for late payments include: clients wrongly exited and reinstated, and staff errors.

**94. Please provide the minimum and maximum allowable subsidy terms under the RRH program.**

For families, all units are required to be rent reasonable as determined by the District of Columbia Housing Authority (DCHA) payment standards. DHS utilizes this standard to determine maximum allowable subsidy for families for each neighborhood. There is no minimum allowable subsidy standard for families.

For individuals, the minimum subsidy terms under the RRH program is three months, and the maximum allowable subsidy term is six months. Additional time in the program requires DHS approval. The maximum amount of the monthly subsidy paid for a unit by the Provider cannot exceed the DCHA “rent reasonableness standard” for an efficiency or one bedroom unit.

**95. How many RRH families and individuals have entered into leases under the terms of the Rental Partnership Initiative in FY18 to date?**

Since its launch in November 9, 2018, 200 families signed their new lease under the Rental Partnership Initiative. For the existing families in Rapid Rehousing, DHS is reached out to landlords to ensure that rent is fair for existing tenants and to explore the possibility of introducing the Housing Assistance Payment contracts. Thus far, 97 landlords have agreed to enroll in RPI to allow 470 families to be enrolled in RPI. The Rental Partnership Initiative only applies to families at this time.

**96. What number and percent of families who were exited from RRH in FY15 and FY16, due to a time limit, returned to shelter within one year? With two years?**

<i>Exits by Household</i>	<i>FY15</i>				<i>FY16</i>		
	<i>Total</i>	<i>Returned within 1 year</i>	<i>Returned within two years</i>		<i>Total</i>	<i>Returned within 1 year</i>	<i>Returned within two years</i>
Household	455				409		
Returned	161	83	57	21	54	41	13
Percent	35%	18%	13%	5%	13%	10%	3%

**97. What percent of RRH families who exited the program in FY15 and FY16 were evicted within 1 year of exiting the program? What percent did DHS confirm were not evicted? What percent of those families was DHS unable to confirm their eviction status? How does DHS obtain this data?**

This data is not currently tracked by DHS. Please see response for Q98 that explains the steps DHS is taking to mitigate the challenge.

**98. Please describe in detail the memorandum of understanding between DHS and the D.C. Superior Court to track eviction cases for RRH participants. Exactly how does this tracking process work? For how long have you been tracking cases?**

DHS signed an MOU with D.C. Court to understand how many families who have exited rapid rehousing in the past 24 months have gone through an eviction process. The MOU will also allow DHS to obtain eviction related data for families who exit from rapid rehousing program for 24 months after exit. In order to do this, DC Court needs personal identifying information about the families who have exited the program. Unfortunately, our current release of information consent form does not allow DHS to release the data to DC Court. Learning from this, DHS has revised the consent form in order to be able to track eviction cases moving forward. In the meantime, DHS is exploring ways to get data on all evictions that DC Court processed to complete a data analysis in house.

**99. Please provide the following outcome measurements for families participating in RRH in FY17 and FY18, to date:**

**a. The average number of months of assistance;**

FY17: 16.1 months

FY18: 15 months

**b. The average number of months between a family being determined eligible for the program and actually moving into a unit;**

FY17: 3 months

FY18: 2 months

**c. The average increase in or maintenance of income over the course of the program;**

FY17: 26 percent of participating families increased their income

FY18: 31 percent of participating families increased their income

**100. Please provide the number of individuals/families that exited from RRH in FY17 and FY18, to date. Please provide:**

- a. The number and percent of exits as the result of no longer requiring assistance.**
- b. The number and percent of exits to permanent housing.**
- c. The number and percent of exits to a long-term subsidy program (e.g. LRSP, HCVP).**
- d. The number and percent of exits that resulted from the expiration of the subsidy.**
- e. The number and percent of exits that resulted from termination from the program as well as the reasons for the termination.**
- f. The number and percent of exits that resulted from any other cause. Please identify the cause.**

For question 100 (a-f) above, please see the table below for outcomes in RRH families:

<i>Count of Exit Reason for Families</i>	<i>FY17</i>		<i>FY18</i>	
<i>Exit Reason</i>	<i>Total</i>	<i>%</i>	<i>Total</i>	<i>%</i>
Successful Attainment of Plan Goals	76	10%	32	15%
Abandonment	16	2%	3	1%
Able To Afford Full Rent	83	11%	4	2%

<i>Count of Exit Reason for Families</i>	<i>FY17</i>		<i>FY18</i>	
<i>Exit Reason</i>	<i>Total</i>	<i>%</i>	<i>Total</i>	<i>%</i>
Assistance Cap	341	45%	103	48%
Client Submitted Notice to Vacate Unit	3	.7%	0	0%
Death	1	.1%	1	.4%
Eviction	18	2%	3	1%
Noncompliance	29	5%	0	0%
Other	27	4%	1	4%
Termination - Endangering your own safety/others	1	.1%	1	4%
Termination - Intentionally vandalizing property	1	.1%	0	0%
Termination - Knowingly engaging in repeated violation	25	3%	1	4%
Transfer of Funding Source	134	17%	63	30%
Grand Total	755		214	

- g. The number and percent that avoid subsequent returns to homelessness at 12, 18, and 24 months after exiting the program over the course of RRH program. Please provide a description of how this figure was calculated.**

The table below details the number of families who returned to homelessness after exiting RRH. The data is calculated by completing a data match of all RRH exits with all VWFRC entries during the specified timeframe.

	<i>Total Exits</i>	<i>Total Avoided Returning to Homelessness</i>	<i>12 month</i>	<i>13 to 18 months</i>	<i>19 to 24 months</i>	<i>24 + months</i>
FY15	455	294	364	424	437	434
FY16	409	355	367	402	404	N/A
FY17	1184	1126	1129	1181	N/A	N/A
FY18	384	383	383	N/A	N/A	N/A
Total Exits	2432	2158	2243	2007	1995	1998
% of Total Avoided Returns		89%	92%	83%	82%	82%

**101. How many individuals/families were offered RRH but declined in FY17 and FY18, to date.**

DHS does not track this data for RRH participants. Moving forward, DHS will include this in reporting requirements for RRH providers for individuals.

## **YEAR-ROUND EMERGENCY FAMILY SHELTER ACCESS**

**102. Please identify the number of families who applied for or requested a placement in shelter each month from October 1, 2017 to January 31, 2018.**

<i>FY17 to FY18</i>		
<i>Month</i>	<i>Number of Applications</i>	<i>First Time Applications/Unduplicated</i>
October 2017	533	179
November 2017	480	187
December 2017	392	156
January 2018	457	178
Total	1892	700

**a. Please indicate how many families were completely new, unduplicated applications?**

During FY17, 1,404 new, unduplicated households applied for services at VWRFC. In FY18 through February 7, 2018, 511 new, unduplicated households applied for services at VWRFC.

**b. Please indicate how many unduplicated Priority One families applied for shelter in FY17 and to date in FY18.**

DHS does not categorize families by priority status. Families who have a safe place to stay temporarily are connected to prevention services. Families without a safe place to stay are provided an interim eligibility placement or a placement in shelter.

**c. Of the unduplicated Priority One families, how many received a placement referral?**

In FY17, 919 families were offered shelter placement. In FY18 through February 7, 2018, 229 families were offered shelter placement.

**d. Of the unduplicated Priority One families, how many did not receive a shelter placement or were denied a shelter referral?**

In FY17, 1,786 families were not offered shelter placement. In FY18 through February 7, 2018, 841 families were not offered shelter placement.

**e. For any denials, please specify the reason for the denial how many of these denials were on hypothermic and non-hypothermic nights.**

Families must meet eligibility requirements for emergency shelter placement. DHS uses a consistent policy regardless of the temperature for assessing if an emergency shelter placement is appropriate. Please see Question 49 for reasons for ineligibility.

**f. For non-shelter placements or diversions from shelter, please identify the non-shelter placement and the length of time the family was able to stay there.**

Families are diverted to safe places to stay with family members and/or friends. The length of time in a diversion placement varies based on the individual family circumstances.



**103. How much is the District is paying per night to shelter families at:**

- a. DC General;**
- b. Overflow Capacity Units/Motels; and**
- c. Temporary Shelters.**

Cost per Night at DC General Family Shelter	Approximately \$134.00 per family *
Cost per Night at Overflow Capacity Units/Motels	Between \$92.70-\$169.00 per family**
Cost per Night at Apartment-Style Shelter	Approximately \$120.00 per family***

\*Does not include all maintenance and facility costs to keep DC General Family Shelter operational

\*\*Does not include costs of security and monitoring

\*\*\*Only includes contracting costs; does not include cost of maintain and/or rehabilitate apartments

**104. What is the service plan for families in each of the motels? Specify if the plan includes case management and meals for all families regardless of motel placement.**

All families, regardless of their placement, receive case management services that provide assistance in identifying barriers, needs and strengths; developing goals; and connecting to housing resources that assist in the development of a Housing Stabilization Plan.

Four of five motels where families are placed provide meals onsite. In addition, many hotels offer amenities, including refrigerators and microwaves. Case management teams work closely with all families to complete a budget and ensure connectivity to TANF and SNAP benefits, when necessary, to ensure households do not face food insecurity. Additional resources are available through case management, when necessary.

**105. How many families have been placed in Maryland motels? What are the cost for these motel rooms per night?**

As of July 15, 2017, DHS discontinued placing families in Maryland motels. When families were being placed in Maryland, DHS spent on average \$169.00/night for these hotel rooms.

**106. Regarding families placed in Maryland motels with children attending DC schools:**

- a. Are parents offered transportation to get their children to and from school in a timely manner?**

When families were placed in Maryland motels, the case manager, parents and students accessed resources from the Office of the State Superintendent of Education (OSSE) to assist with transporting their children to and from school, in accordance with federal law.

- b. Who is providing this transportation for this population?**

Transportation for students is coordinated through OSSE and the school's homeless student liaison in accordance with the federal McKinney-Vento Act. Additionally, families are provided with transportation resources as needed such as gas cards, taxi fare and or fare cards to assist with transportation.

In 2015, the Mayor Bowser and the DC Council established the Kids Ride Free program, allowing all DC students to use public transportation to travel to and from school and educational activities at no cost. If a student is located outside the District, additional transportation assistance can be provided through each LEA's homeless liaison or their respective school-based homeless liaison. If students or parents are unaware of their school's homeless

liaison, DHS and OSSE can assist them in connecting.

**c. Please identify the costs associated with school-related transportation.**

OSSE tracks costs associated with school transportation.

**d. Are parents aided with transportation to work, job training, TANF activities and other services? If yes, please specify the assistance offered?**

Families who are engaged with TANF Employment Program (TEP) providers are eligible to receive a weekly stipend of \$75.00 to assist with transportation for work, training and other purposes.

## **SHELTER OPERATIONS**

**107. What is the median length of stay in emergency shelter by shelter placement (motel, overflow shelter, temporary shelter, and DC General) among families served in FY17? In FY18 to date?**

	<i>FY17 Median LOS</i>	<i>FY18 through February 7, 2018 Median LOS</i>
DC General (Families that exited in FY)	167	167
DC General (Families that did not exit in FY)	430	211
Motels (Families that exited in FY)	214	246
Motels (Families that did not exit in FY)	394	254
Apartment Style (Families that exited in FY)	522	402
Apartment Style (Families that did not exit in FY)	534	384

**108. What is the longest stay for families served in FY17? For families served in FY18 to date?**

In FY17, the longest length of stay for a family in emergency shelter was 2,252 days. In FY18 through February 7, 2018, the longest stay for a family in emergency shelter is 2,143 days.

## **DCAS, ESA SERVICE CENTERS, AND BPR**

**109. During FY17 and during FY18 to date, how many times has DCAS experienced technical problems that have led to DCAS being down or offline? How have these outages affected customers?**

DHCF took over the management of DCAS Operations and Maintenance (O&M) in February of 2017, before which time specific outage data is not available. Since February 2017 through September 2017, there have been a total of 16 unscheduled outages. The average system downtime is 35 minutes, during which time DCAS was unavailable to the Service Centers and Call Center eligibility workers. Outage dates are as follows: 2/23/17, 3/1/17, 3/6/17, 4/3/17, 4/4/17, 5/9/17, 5/11/17, 5/23/17, 6/7/17, 6/16/17, 7/17/17, 7/18/17, 7/20/17, 7/27/17, and 8/1/17.

There was one outage during FY18 on February 20, 2018.

These outages affect customers in the following ways:

- SNAP and TANF processing must be captured on paper, to be entered in DCAS when the system comes back up.

- Because the length of outages, at times, were unknown, workers typically wait a few minutes and try logging in multiple times to see if the system is already back up – which increases wait times and hold times.
- If the system was down for an extended period of time (which is now rare), customers who have already been waiting for a long time may be told they cannot be interviewed. Many customers can choose to complete their interview over the phone, but it is still a frustrating experience for impacted customers.

NOTE: These outages do not impact Medicaid processing for DHS customers, because Service Center and Call Center staff typically still have access to ACEDS and DCHL (DCAS Release 1).

**110. Please provide an update regarding the status of BPR, including any analysis of its effect on customer service.**

The Economic Security Administration implemented BPR in a staggered process beginning in November 2016 and ending in June 2017. The timeline is described below:

<i>Service Center</i>	<i>Implementation Date</i>
Anacostia Service	November 2016
Ft Davis	January 2017
Taylor Street	February 2017
H Street	March 2017
Congress Heights	May 2017
Centralized Processing Units	June 2017

The redesigned business process and data capture has allowed DHS to realize measurable improvements to the customer experience at service centers, continuously identify opportunities for efficiencies, and realize more strategic staff deployment.

As of February 2018, 85 percent of all lobby interactions (customers presenting at a service center in person) and 88 percent of all non-lobby interactions (customers mailing, faxing, or dropping off paperwork) with customers are being handled “one and done.” This means these customers are coming in or mailing their request in and receiving a determination on the first interaction with DHS. This compares with an estimated less than 15 percent prior to BPR. Prior to BPR, the vast majority of customers were waiting the entire federally mandated time prior (7, 30 or 45 days) for a determination on a new application or a renewal, as well as for changes. DHS provides services to an average of 800 customers daily. As a result of these changes, fewer customers are reporting to centers each day (from 200 on average to 160) and the percentage of customers visiting more than 3 times in a 90-day period has significantly reduced (from 15 to 2 percent in some centers).

In some instances, customers still experience wait times that are unacceptably long. DHS continues to implement measures that will reduce customer wait time. From November to December 2017, customers who waited more than 3 hours decreased by 15 percent, (from 29 to 14 percent across all 5 Service Centers). The percentage of customers who waited for more than 2 hours dropped by 13 percent, (from 44 to 31 percent). The percentage of customers waiting less than 1 hour increased by 6 percent (from 36 to 42 percent). Overall, the average wait time is about 2 hours.

DHS conducted Management Academies for all supervisors and managers in operational roles between September and November 2017. These academies generated opportunities for improvements that resulted in continued improved performance in November and December. Efforts to decrease wait times, while improving the accuracy and completeness of processing are ongoing.

#### 111. Regarding ESA Service Centers:

- a. For each month of FY17 and FY18 to date, for each service center, the average amount of time a customer must wait to be seen. Please specify how wait times are calculated, including at what point in a customer's visit to a service center the Department begins measuring the customer's wait time.

The chart below shows Service Center wait times since November 2016 to January 2018. The current average wait times across all five locations has reduced from over 2 hours to an average of 1 hour 48 minutes.

	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18
Anacostia	2:01	1:57	2:05	2:20	1:40	1:37	1:45	1:37	1:45	1:41	1:45	1:27	1:39	1:23	1:29
Fort Davis			2:23	2:16	1:14	1:38	1:59	1:27	1:51	1:32	2:03	2:02	2:13	1:31	1:39
Taylor Street				2:42	2:22	2:40	2:39	2:16	2:30	2:21	2:54	2:37	2:43	2:02	2:28
H Street					2:13	1:37	1:36	1:26	1:27	1:32	1:46	2:41	2:47	1:36	1:37
Congress Heights							2:19	1:55	2:07	1:36	1:59	1:35	2:00	1:29	1:48
<i>All Centers</i>							2:02	1:44	1:57	1:45	2:07	2:07	2:18	1:38	1:48

All Service Centers did not all implement BPR at the same time, thus, we do not have the full period of data for all the centers. The average wait time per lobby case is defined as the average length of time calculated from the moment when a Social Service Assistant (SSA) at Triage greets and registers a customer in the queuing system, called PathOS, to the time when the assigned Social Service Representative (SSR) begins interviewing the customer.

- b. Regarding customers who line up outside service centers to be seen, please provide:
- Any data the Department collects regarding the average wait time for customers from the moment they line up.
  - Any data the Department collects regarding the length of lines outside of service centers, including but not limited to average and maximum line lengths.
  - Any data the Department collects regarding how early customers get in line each day.

DHS does not collect data regarding wait times from the moment customers line up, or the length of lines. DHS employees and BPR contractors, from time to time, have informally polled customers who line up early to ask when they arrive (and why). Most customers who choose to line up early do so one to two hours before Service

Centers open at 8:15 AM. The most common reasons for early line up include:

- Customer wants to complete transaction early so they can get to work on time
- Customers friends/neighbors told them they should line up early
- Customers have a doctor's appointment
- Only want to drop off information quickly but did not want to stay in line

**iv. Any data the Department collects regarding the time of day at which each service center begins turning customers away due to reaching capacity.**

When a Service Center reaches capacity because no more customers can be interviewed than are already waiting, they are not "turned away." Instead, customers (except Alliance customers) are given the option to drop off signed and completed paperwork so that they can receive a call back for a phone interview.

DHS records the time that Service Centers reach capacity in order to identify trends and resolve potential issues. An example report for January 2017 is below. Where it says 4:45, that means that capacity was not called during business hours. DHS is tracking this data in real time, and also, on a weekly basis by monitoring the trends and making staffing decisions accordingly.

<i>Work Date/Time Reached Capacity</i>	<i>Anacostia</i>	<i>Fort Davis</i>	<i>645 H</i>	<i>Taylor</i>	<i>Congress Heights</i>	<i>Estimated Daily Average</i>
Tuesday, January 02, 2018	15:54	11:28	13:30	16:45	9:35	13:26
Wednesday, January 03, 2018	11:17	16:45	13:20	16:45	11:24	13:54
Thursday, January 04, 2018	12:44	16:45	13:05	16:45	13:12	14:30
Friday, January 05, 2018	10:30	16:45	14:00	16:45	12:11	14:02
Monday, January 08, 2018	13:22	16:45	12:15	16:45	9:58	13:49
Tuesday, January 09, 2018	0:00*	16:45	13:00	11:38	10:54	13:04
Wednesday, January 10, 2018	12:36	16:45	14:00	11:07	10:29	12:59
Thursday, January 11, 2018	13:55	16:45	0:00	11:46	11:14	13:25
Friday, January 12, 2018	9:53	10:07	11:47	12:11	9:24	10:40
Tuesday, January 16, 2018	10:16	13:11	16:45	12:12	10:31	12:35
Wednesday, January 17, 2018	14:07	16:45	14:30	13:36	10:33	13:54
Thursday, January 18, 2018	10:46	13:09	10:30	10:55	10:04	11:04
Friday, January 19, 2018	14:11	16:45	13:15	11:30	12:02	13:32
Monday, January 22, 2018	13:05	16:45	16:45	16:45	12:03	15:04
Tuesday, January 23, 2018	11:46	16:45	13:45	13:23	11:40	13:27
Wednesday, January 24, 2018	10:16	16:45	13:50	12:09	12:42	13:08

<i>Work Date/Time Reached Capacity</i>	<i>Anacostia</i>	<i>Fort Davis</i>	<i>645 H</i>	<i>Taylor</i>	<i>Congress Heights</i>	<i>Estimated Daily Average</i>
Thursday, January 25, 2018	11:42	16:45	14:20	16:45	10:59	14:06
Friday, January 26, 2018	13:53	16:45	12:40	11:14	10:42	13:02
Monday, January 29, 2018	12:00	16:45	12:45	10:14	12:01	12:45
Tuesday, January 30, 2018	14:17	16:45	13:45	10:51	12:55	13:42
Wednesday, January 31, 2018	11:52	16:45	16:45	10:14	11:08	13:20
Estimated Monthly Average	12:25	15:50	13:43	13:20	11:13	13:18

\* Data not available

- v. Any other data the Department collects regarding lines outside of service centers or the experience of customers who line up outside of service centers to wait to be seen.**

DHS does not collect data regarding lines and customer experiences outside Service Centers.

- c. How early do customers begin lining up outside of each service center? Does the agency have a process for gathering this data? If so, please explain.**

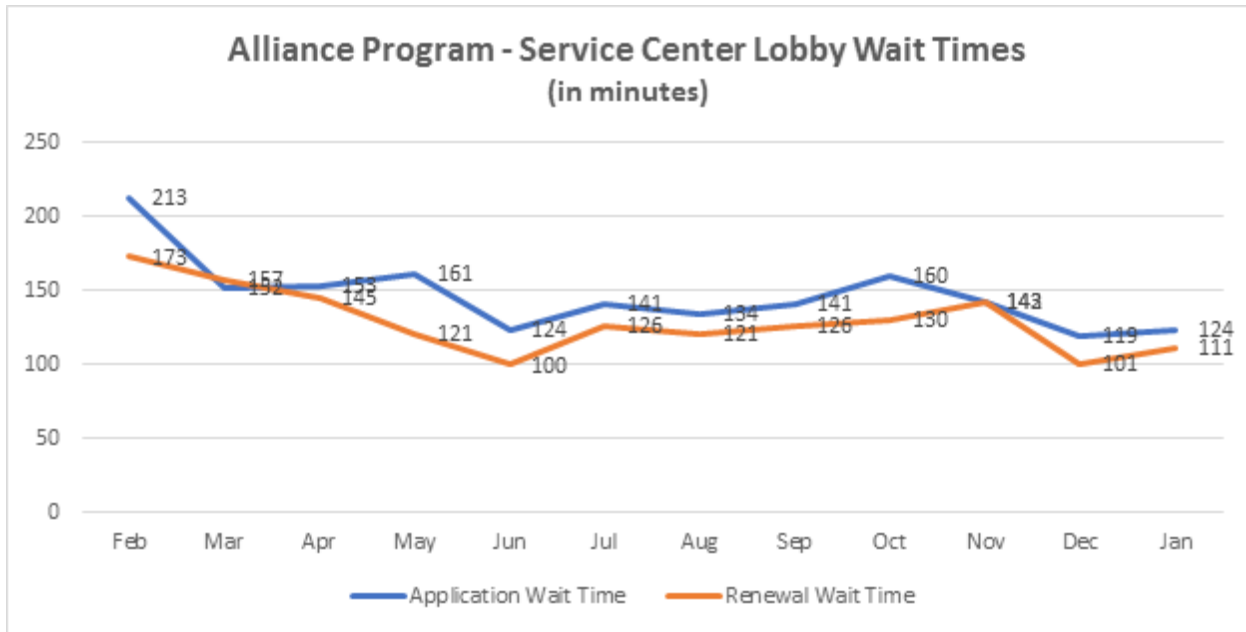
DHS does not collect this information regarding lines and customer experiences outside of Service Centers.

- d. Regarding Health Care Alliance Program re-certifications, for each month in FY17 and in FY18 to date:**

- i. The average time enrollees waited in line at each service center, as well as an explanation of how such data was collected. Please report wait times as measured both**

- A. From the point the individual first checks in at the service center, and**

The chart below shows Alliance wait times from registration at Service Centers to interview, for both new Applications and six-month Renewals, since February 2017 (when BPR/PathOS reporting started):



**B. From the point the individual gets in line outside the service center, if there is a line to enter the service center**

As indicated earlier, DHS is unable to measure time spent waiting outside Service Centers.

**ii. The number of requests made prior to or during an in person face-to-face interview for:**

**A. An accommodation due to disability; or**

DHS does not measure requests for accommodation due to disability, because of the wide variety of ways in which those requests are met:

- Customers can call the DHS Call Center to request phone interviews for most programs
- If a customer does not have an Authorized Representative who can assist them with completing and signing paperwork, a home visit can be requested by calling the Call Center
- Customers already at a Service Center can request that a worker wait in line for them (if they have trouble standing) or utilize devices that are made available to provide on-site assistance – for example, a walker and/or wheelchair, magnifying glass, etc.

**B. Service in a language other than English**

Requests for Service in a language other than English [LT(2)] are also met in a variety of ways that cannot all be tracked, including:

- Utilizing language line when calling the Call Center
- Utilizing language line interviewing at a Service Center
- Arranging for a sign language interpreter to be present at a Service Center (via the Mayor's office on Disability Rights)
- Waiting longer at a Service Center (if necessary) to speak with a bilingual eligibility worker

**iii. The number of requests for waivers of in person face-to-face interviews that were:**

**C. Made**

**D. Granted**

**E. Denied, and the grounds for denials**

This information is not tracked by DHS, because it can be met in a variety of ways:

- An Alliance customer can identify an Authorized Representative, who can travel to a Service Center or call the Call Center on behalf of the customer
- An Alliance customer can request a home visit from a DHS eligibility worker (typically for disabled customers, as indicated above)

## **TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF)**

**112. Please provide a breakdown of the amount budgeted in FY17 and FY18 budgets for TANF. Please indicate and explain any variance. Please identify funding sources.**

<i>FUND</i>	<i>FY17 TANF BUDGET</i>	<i>FY18 TANF BUDGET</i>	<i>VARIANCE</i>	<i>EXPLANATION OF VARIANCE</i>
LOCAL	58,143,284	61,761,714	3,618,430	Net increase due primarily to TANF Child Benefit Protection Amendment Act.
FEDERAL	129,392,201	100,483,611	(28,908,590)	This is due to a decrease in the amount of TANF carryover budgeted.
INTRA-DISTRICT	1,300,000	1,300,000		No change
TANF Budget:	188,835,485	163,545,325	(25,290,160)	

**113. Please provide your implementation plan for the TANF Child Benefit Protection Act, passed as part of the FY18 Budget Support Act, including all internal deadlines that the Department has set for:**

**a. Issuing, accepting comments on, and finalizing regulations that are consistent with the Act.**

The Agency issued regulations notifying the public of the changes to the TANF Benefits, which took effect October, 1 2017. Those same regulations also notified the public of the benefit change which will be effective April 1, 2018, and will impact those customers who have been receiving benefits for greater than 60 months. The Agency has also prepared and will be publishing Regulation on the new sanctions rate and structure. Those will also be effective April 1, 2018.

**b. Any changes or updates to DCAS to allow for implementation of the Act, including applicable benefit increases for families receiving TANF for more than 60 total months, sanction policy changes, and any other changes related to implementation of the Act.**

All DCAS-related changes, which will impact customers' benefits effective April 1, 2018, have been deployed in DCAS.

**c. Any changes regarding the choice of TANF service providers and/or their contractual obligations related to implementation of the Act**

The Act does not impact the provision of services by TANF providers, or their contracts.

**d. Any changes to POWER related to or resulting from implementation of the Act, including whether current mechanisms for referring domestic violence survivors and customers with disabilities to POWER will remain in place.**

The Act does not impact customers on POWER. There will be seamless continuity of services for any customer in



POWER.

**e. Any anticipated outreach to TANF customers regarding policy changes related to the Act.**

DHS has a robust communications plan to share policy changes related to the Act. The Plan includes direct customer outreach as well as hosting community events for both providers and partners (including sister agencies, community service providers, and TEP providers).

**f. Any training of DHS staff or TANF service provider staff regarding policy changes related to implementation of the Act.**

DHS has a detailed training plan for Service Center Staff, service providers and others impacted by changes to the TANF program.

**g. Any other actions necessary for or related to implementation of the Act.**

DHS holds weekly meetings on the status of the implementation. There are numerous subcommittees dedicated to this project. The Agency does not foresee any insurmountable implementation issues.

**114. Does the Department anticipate fully implementing the Act on April 1, 2018? Please explain any potential obstacles to full implementation.**

Yes, the Department anticipates fully implementing the Act on April 1, 2018.

**115. Please respond to the following questions regarding the Home Visitor Program for FY17 and FY18, to date.**

**a. Please provide the list of grantees for the program and funding allocated for each. Please identify the funding source.**

The total funding for the Home Visitor Program is \$1.3M, and during FY17, \$1,237,084 was expended. This program is funded by TANF.

	<i><b>FY 17</b></i>	<i><b>FY 18</b></i>
Catholic Charities	\$ 350,000.00	\$ 350,000.00
Community Connections	\$ 125,000.00	\$ 125,000.00
East River	\$ 200,000.00	\$ 200,000.00
Southeast Children	\$ 250,000.00	\$ 250,000.00
Union Temple	\$ 375,000.00	\$ 375,000.00
TOTAL	\$1,300,000.00	\$1,300,000.00

**b. How many customers have been referred to each grantee?**

	<i><b>FY 17</b></i>	<i><b>FY 18</b></i>
Catholic Charities	719	140
Community Connections	606	86
East River	529	180

	<i><b>FY 17</b></i>	<i><b>FY 18</b></i>
Southeast Children	577	233
Union Temple	673	226
TOTAL	3,104	865

**116. How many families are waiting to receive services from a Work Readiness vendor? For a Job Placement Vendor? What is the average wait time?**

The average wait time is five days for Job Placement providers and four days for Work Readiness providers. Eighty eight percent (88 percent) of Job Placement customers and 94 percent, of Work Readiness customers are assigned to their providers within seven days. Currently, there are no customers waiting to receive services from a Work Readiness nor a Job Placement Vendor.

**117. How many referrals were made to the domestic violence vendor for Family Violence Option screening during FY17? For FY18, to date?**

<b>FY 17</b>	<b>FY18 YTD</b>
193	78

**a. How many households received the Family Violence Option for FY17 and FY18, to date?**

<b>FY 17</b>	<b>FY18 YTD</b>
66	78

**b. Please indicate how many families applied for but were denied the Family Violence Option. Please indicate the reasons for denial.**

<b>FY 17</b>	<b>FY 18</b>
0	0

Once referred, the customers are not denied the Family Violence Option by the provider, however customers may decide not to avail themselves of the option for a number of reasons - most commonly, the customer decided that POWER DV was not the right service option for them at that time.

**118. Please respond to the following by POWER qualification category, for FY17 and FY18, to date.**

**a. How many households were referred to POWER?**

In FY17, 638 referrals were made to POWER. For FY18, 249 referrals have been made to date. DHS does not track data by POWER qualification category.

Please see the breakdown of POWER participants by program and fiscal year.

	<i><b>FY 17</b></i>	<i><b>FY 18</b></i>
POWER Medical	422	187

	<i><b>FY 17</b></i>	<i><b>FY 18</b></i>
60 and Over	127	0
Teen Parent	5	1
Needed in Home	84	61
Domestic Violence	193	78

\*These figures do not include carry-overs from prior fiscal year. They only represent the applications processed in the fiscal year.

**b. How many POWER applications are pending?**

There are no POWER applications pending for FY17. To date, there are four (11) POWER applications pending for FY18.

**c. How many households applied for but were denied POWER? Please indicate the reasons for denial.**

A total of 19 POWER applications were denied during FY17 due to insufficient information for a medical decision. 47 POWER applications have been denied in FY18 due to insufficient information for a medical decision.

**d. What is the average length of time for POWER participation?**

<i><b>Average Length of Time on POWER</b></i>		<i><b>Average</b></i>	
		<i><b>Days</b></i>	<i><b>Month</b></i>
<i><b>All POWER Cases in FY17 and FY18-Q1</b></i>		<i><b>210</b></i>	<i><b>7.0</b></i>
Length by POWER Category	60 years or above	254	8.5
	Medically unable to work for 30 days or longer	214	7.1
	Minor parent enrolled in high school or GED	227	7.6
	Needed in home to care for incapacitated adult	222	7.4
	Needed in home to care for incapacitated child	214	7.1
	Victim of Domestic Violence	159	5.3

**119. Has anyone been removed from POWER for failure to recertify? If yes, how many of them have been reinstated?**

Yes, participants have been removed from POWER for failure to recertify. Of those who failed to recertify, 98 were in FY17 and 37 in FY18 to date. A total of 57 households were reinstated during FY17, and 29 households have been reinstated, to date, for FY18.

**120. What percentage of POWER recipients have pending SSI and/or SSDI applications? How many have been referred to SOAR for assistance?**

All TANF customers who screen for potential SSI eligibility are referred to the UDC PATHS program. As a part of the service delivery, UDC PATHS uses the SOAR methodology, where appropriate, to work customers through the SSI application process.

During FY17, 30.4 percent of POWER customers had pending SSI and/or SSDI applications. In FY18 through February 14, 2018, 8.3 percent of POWER recipients have pending SSI and/or SSDI applications. In FY17, 14 POWER recipients were approved for SSI.

**121. Please complete the attached spreadsheet regarding the TANF Employment Program (TEP).**

*Please see Attachment 121 - TANF Employment Program.*

**SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)**

**122. Please provide the following characteristics for SNAP households for FY17 and FY18, year to date:**

		<i>Monthly Average</i>	
		<i>FY17</i>	<i>FY18 YTD</i>
a.	Number of SNAP households	71,743	70,712
	<i>Number of SNAP recipients (individuals)</i>	106,725	113,980
b.	Average size of SNAP households	1.5	1.6
c.	Number of individual seniors (>=60 years) receiving SNAP	15% of Total 15,024	14% of Total 16,117
d.	Number of individual children (<18 years) in SNAP households	35% of Total 35,989	36% of Total 41,257
e.	Number of SNAP households by ward		

<i>FY17 Ward</i>	<i>Households</i>	
	<i>Number</i>	<i>Percent</i>
Ward 1	4,792	7.7%
Ward 2	1,449	2.3%

<b>FY17 Ward</b>	<b>Households</b>	
	<b>Number</b>	<b>Percent</b>
Ward 3	496	0.8%
Ward 4	5,952	9.6%
Ward 5	9,331	15.0%
Ward 6	6,441	10.4%
Ward 7	14,689	23.7%
Ward 8	18,942	30.5%
<b>Total*</b>	<b>62,092</b>	<b>100%</b>

<b>FY18 Ward</b>	<b>Households</b>	
	<b>Number</b>	<b>Percent</b>
Ward 1	4,891	7.4%
Ward 2	1,489	2.2%
Ward 3	555	0.8%
Ward 4	6,176	9.3%
Ward 5	9,632	14.5%
Ward 6	8,588	13.0%
Ward 7	15,045	22.6%
Ward 8	20,085	30.2%
<b>Total*</b>	<b>66,457</b>	<b>100%</b>

**123. Please state the number of SNAP terminations which occurred in FY17 and FY18, to date. Of those terminations, how many were due to clerical or administrative error? How many of the terminations were reinstated and why were they reinstated?**

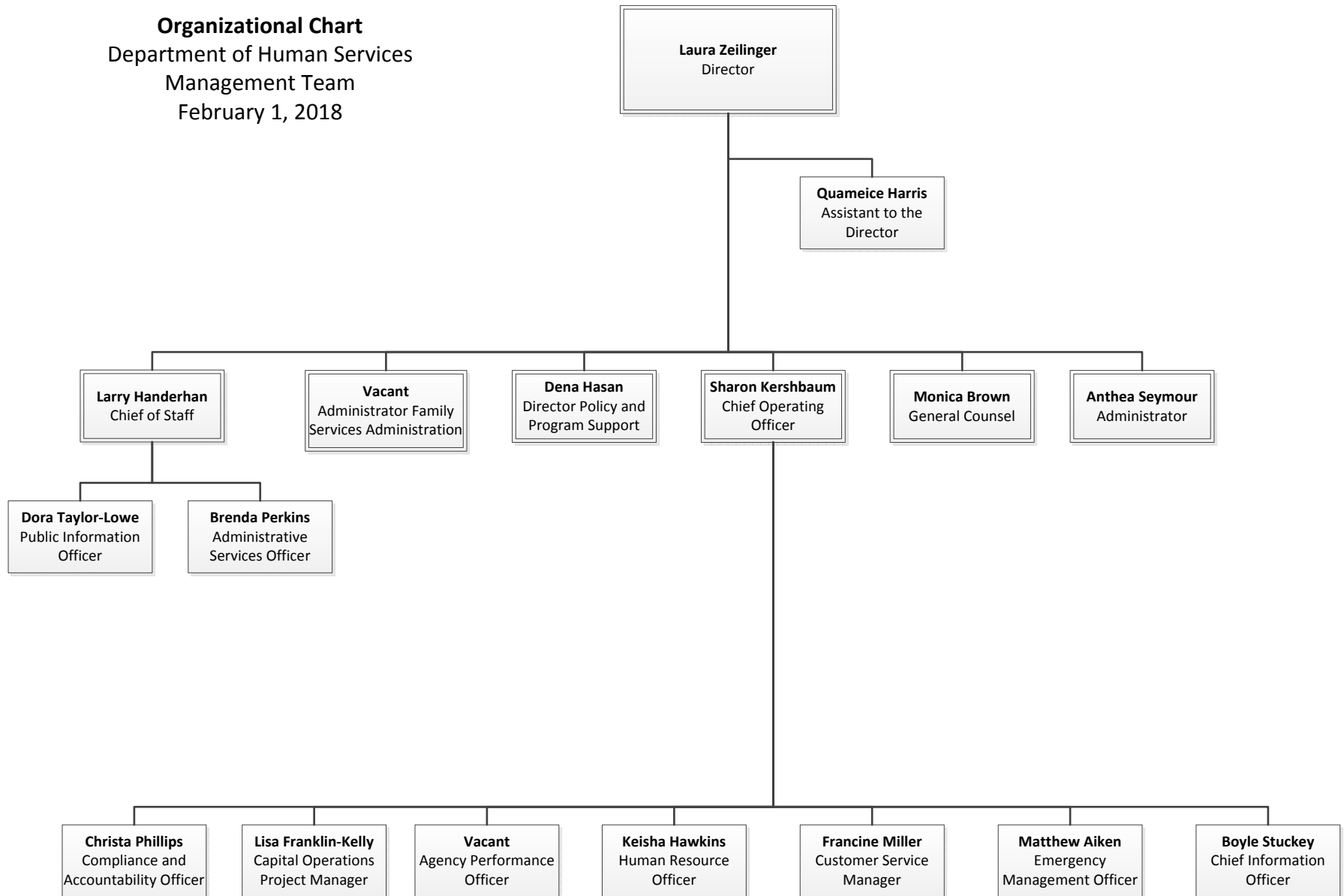
The total number of SNAP terminations during FY17 was 67,373 and 31,438 customers in FY18 as of 2/14/18. SNAP terminations may occur for a variety of reasons including that a customer did not complete their recertifications timely, customers are no longer eligible, or a systemic issue. DHS does not have a mechanism for accurately determining which terminations are due to clerical error rather than customer inaction and/or non-eligibility (due to income, residency change, etc.). The DCAS team is working on reports that will track “re-applications” (customers who previously had active benefits, lost them for any reason, and re-applied), but that

data is not yet available.

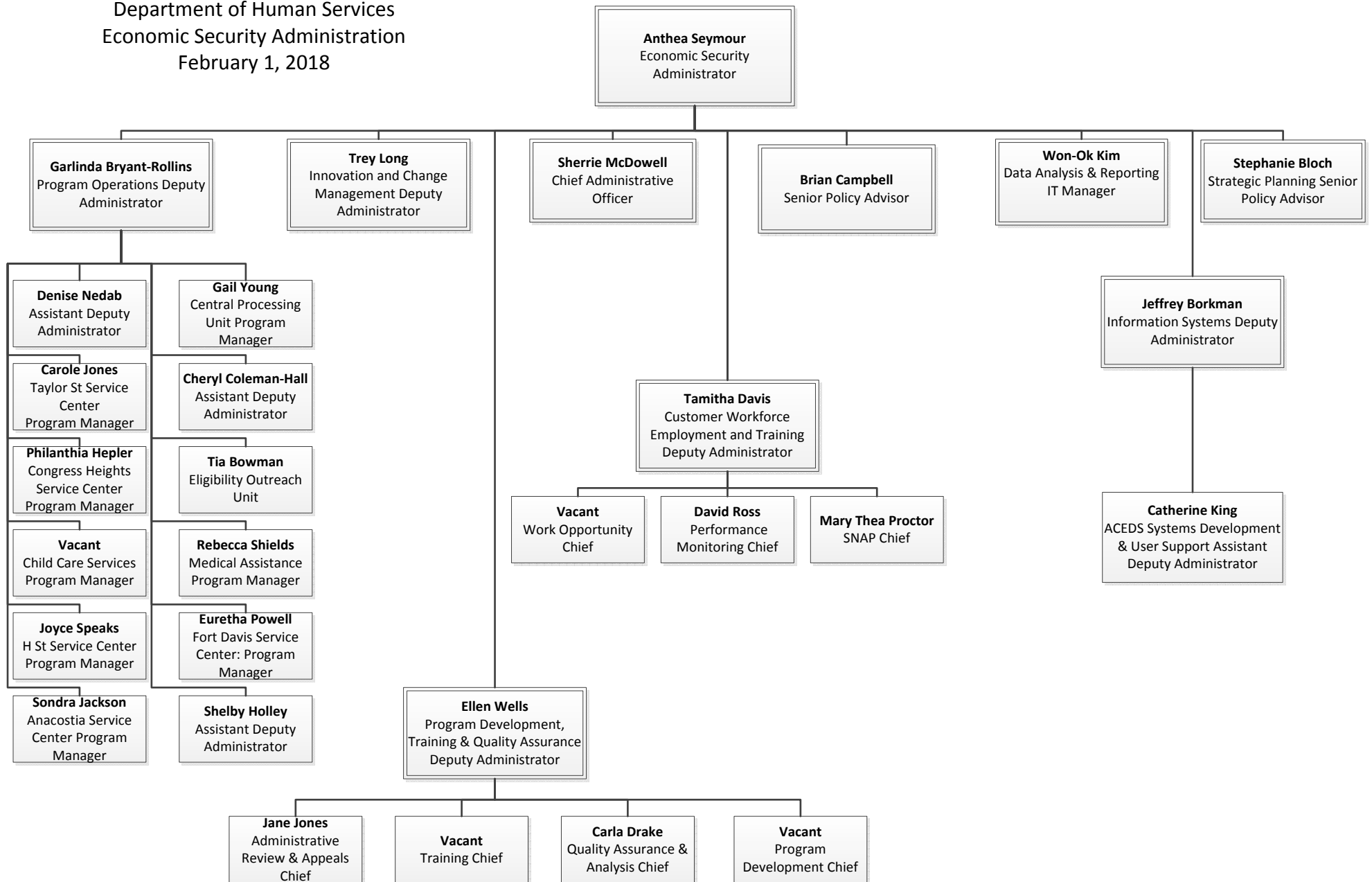
- 124. At last year's Performance Oversight Hearing, the Department discussed errors it encountered loading funds onto customers' EBT cards. During FY17 and FY18 to date, how many times has the Department encountered errors loading funds onto customers' EBT cards? Please report the number and types of errors encountered for each month of FY17 and FY18 to date, including the number of customers affected by each instance of error.**

The majority of EBT issues in DCAS have been resolved by recent production releases. Procedures are in place to identify and address any remaining errors that may happen. As a result, customers receive eligible benefits and are not affected if an EBT error needs to be addressed.

**Organizational Chart**  
Department of Human Services  
Management Team  
February 1, 2018



**Organizational Chart**  
 Department of Human Services  
 Economic Security Administration  
 February 1, 2018



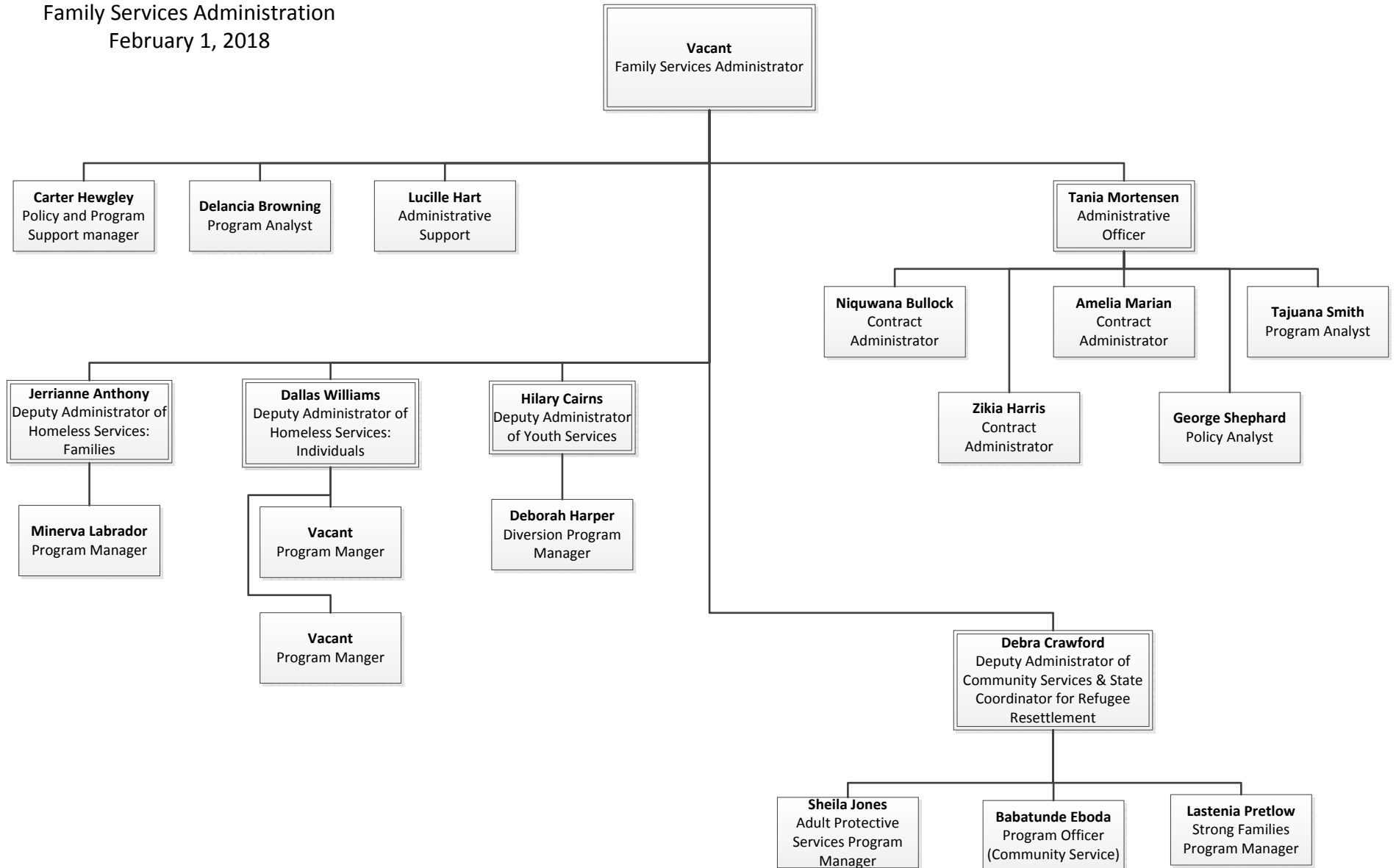


## Organizational Chart

Department of Human Services

Family Services Administration

February 1, 2018



## Attachment 2 - Schedule A

ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
(1000) AGENCY MANAGEMENT PROGRAM													
	835	Compliance Specialist	12/30/2013	F		11	3	65,443.00	16,687.97	18 JAO	Continuing	F	Career
	2662	COMPLIANCE SPECIALIST	9/24/2012	F		12	1	76,082.00	19,400.91	18 JAO	Continuing	F	Career
	3863	EXECUTIVE ASST	10/20/1977	F		11	8	69,641.00	17,758.46	18 JAO	Continuing	F	Career
	4458	PGM ANALYST	4/17/2005	F		13	6	94,035.00	23,978.93	18 JAO	Continuing	F	Career
	5132	SUPV INVEST	2/27/2012	F		13	0	86,659.81	22,098.25	18 JAO	Continuing	F	MSS
	8027	Investigator	8/13/2012	F		11	7	73,347.00	18,703.49	18 JAO	Continuing	F	Career
	8073	INVESTIGATOR	9/22/1991	F		12	8	85,626.00	21,834.63	18 JAO	Continuing	F	Career
	9609	COMPLIANCE SPECIALIST	10/29/1990	F		12	8	92,616.00	23,617.08	18 JAO	Continuing	F	Career
	10841	SUPV QUALITY CONTROL EXAM	9/19/2016	F		13	0	86,660.08	22,098.32	18 JAO	Continuing	F	MSS
	11443	INVESTIGATOR	11/4/2013	F		12	7	83,443.00	21,277.97	18 JAO	Continuing	F	Career
	12462	INVESTIGATOR	9/19/2016	F		12	4	76,894.00	19,607.97	18 JAO	Continuing	F	Career
	12599	Program Support Assistant	9/19/2016	F		7	2	43,718.00	11,148.09	18 JAO	Continuing	F	Career
	14558	Program Support Specialist	11/18/2013	F		11	2	58,679.00	14,963.15	18 JAO	Continuing	F	Career
	15326	SUPVY QUALITY CONTROL EXAMINR		V		12	0	90,428.00	23,059.14	18 JAO	Continuing	F	MSS
	16487	COMPLIANCE SPECIALIST	9/24/2012	F		12	2	78,444.00	20,003.22	18 JAO	Continuing	F	Career
	17932	Program Support Assistant		V		7	1	42,250.00	10,773.75	18 JAO	Continuing	F	
	19761	Compliance Specialist	1/4/1999	F		12	4	83,168.00	21,207.84	18 JAO	Continuing	F	Career
	20281	Compliance Specialist	3/6/1980	F		12	4	83,168.00	21,207.84	18 JAO	Continuing	F	Career
	20293	COMPLIANCE SPECIALIST	7/21/1986	F		12	2	78,444.00	20,003.22	18 JAO	Continuing	F	Career
	20935	Investigator	4/18/2006	F		12	4	83,168.00	21,207.84	18 JAO	Continuing	F	Career
	22169	Investigator	5/16/1994	F		12	8	92,616.00	23,617.08	18 JAO	Continuing	F	Career
	23789	Compliance & Account. Officer	3/25/2013	F		15	0	144,065.13	36,736.61	18 JAO	Continuing	F	MSS
	24194	Compliance Specialist	3/5/1988	F		12	4	83,168.00	21,207.84	18 JAO	Continuing	F	Career
	24223	Compliance & Monitoring Offcr.	8/2/1980	F		13	0	114,200.00	29,121.00	18 JAO	Continuing	F	MSS
	24671	SUPV QUALITY CONTROL EXAM	11/3/1985	F		12	0	77,079.87	19,655.37	18 JAO	Continuing	F	MSS
	24680	Management Analyst	6/26/2017	F		12	6	81,260.00	20,721.30	18 JAO	Term	F	Term
	24983	Program Analyst	6/15/1992	F		12	8	92,616.00	23,617.08	18 JAO	Continuing	F	Career
	25288	Compliance Specialist	12/20/1996	F		12	4	83,168.00	21,207.84	18 JAO	Continuing	F	Career
	25407	COMPLIANCE SPECIALIST	11/12/1992	F		12	8	92,616.00	23,617.08	18 JAO	Continuing	F	Career
	26363	INVESTIGATOR	10/14/1997	F		12	8	92,616.00	23,617.08	18 JAO	Continuing	F	Career
	27450	COMPLIANCE SPECIALIST	3/30/1987	F		12	8	92,616.00	23,617.08	18 JAO	Continuing	F	Career
	27675	Program Support Specialist	9/28/2008	F		11	8	75,323.00	19,207.37	18 JAO	Continuing	F	Career
	30353	INVESTIGATOR	11/26/1995	F		12	8	85,626.00	21,834.63	18 JAO	Continuing	F	Career
	30354	Compliance & Monitoring Offcr.	10/19/2015	F		13	0	86,660.00	22,098.30	18 JAO	Continuing	F	MSS
	30372	Program Support Asst (OA)	12/14/2015	F		7	3	45,186.00	11,522.43	18 JAO	Term	F	Term
	30759	Program Analyst	5/16/2005	F		12	1	76,082.00	19,400.91	18 JAO	Continuing	F	Career
	36241	Spec. Asst. (Pol. & Prog. Coord)	5/30/1982	F		14	10	123,403.00	31,467.77	18 JAO	Continuing	F	Career
	74868	PGM SUPPORT SPEC	12/14/2015	F		9	5	57,559.00	14,677.55	18 JAO	Term	F	Term
	85492	Compliance Monitor	2/19/1983	F		12	10	97,340.00	24,821.70	18 JAO	Continuing	F	Career
	85496	Compliance Monitor	2/20/1996	F		9	10	65,709.00	16,755.80	18 JAO	Continuing	F	Career
	85717	Investigator	10/19/2015	F		11	5	69,395.00	17,695.73	18 JAO	Continuing	F	Career
	85718	Investigator	1/8/2018	F		11	3	65,443.00	16,687.97	18 JAO	Term	F	Term
	85719	INVESTIGATOR	2/22/2016	F		12	2	78,444.00	20,003.22	18 JAO	Term	F	Term
	85720	Management Analyst		V		12	0	70,345.00	17,937.98	18 JAO	Continuing	F	
	85721	Investigator	5/19/2014	F		11	5	69,395.00	17,695.73	18 JAO	Continuing	F	Career
	85722	Investigator		V		12	0	76,082.00	19,400.91	18 JAO	Continuing	F	
	92259	PGM SUPPORT SPEC		V		9	0	51,039.00	13,014.95	18 JAO	Continuing	F	

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
1055- RISK MANAGEMENT	92260	PGM SUPPORT SPEC	1/11/2016	F	9	1	51,039.00	13,014.95	18	JA0	Continuing	F	Career
	92261	PGM SUPPORT SPEC	6/26/2017	F	9	5	57,559.00	14,677.55	18	JA0	Term	F	Term
	92262	Investigator	6/26/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	92263	Investigator	6/26/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	92264	Investigator	2/10/2014	F	12	4	83,168.00	21,207.84	18	JA0	Term	F	Term
1080 -COMMUNICATIONS	5476	ADMIN OFFICER	12/24/1984	F	14	0	127,807.16	32,590.83	18	JA0	Continuing	F	MSS
	20277	Public Information Officer	9/10/2012	F	14	0	99,657.79	25,412.74	18	JA0	Continuing	F	MSS
	20624	Management Analyst	12/7/1987	F	13	6	94,035.00	23,978.93	18	JA0	Continuing	F	Career
	25906	Graphic Designer	4/22/2013	F	9	3	54,299.00	13,846.25	18	JA0	Continuing	F	Career
	26913	Special Assistant	5/21/2001	F	12	6	81,260.00	20,721.30	18	JA0	Continuing	F	Career
	30775	Program Support Assistant	3/6/2017	F	6	1	38,128.00	9,722.64	18	JA0	Term	F	Term
1085- CUSTOMER SERVICE	32745	Program Support Assistant (OA)	3/30/2011	F	8	5	48,365.00	12,333.08	18	JA0	Continuing	F	Career
1017- LABOR MANAGEMENT	15353	SUPV LABOR RELATIONS COOR	3/20/2006	F	14	0	104,143.33	26,556.55	18	JA0	Continuing	F	MSS
1090 - PERFORMANCE MANAGEMENT	1516	Chief Operating Officer	4/13/2015	F	10	0	166,561.30	42,473.13	18	JA0	Continuing	F	ES
	8356	Performance Management Officer		V	14	1	119,591.00	30,495.71	18	JA0	Continuing	F	
	12128	Legislative Specialist	1/2/2015	F	14	8	117,267.00	29,903.09	18	JA0	Term	F	Term
	13603	Emergency Management Specialis	8/20/2001	F	13	4	96,090.00	24,502.95	18	JA0	Continuing	F	Career
	14170	Hearing Examiner	1/11/2016	F	14	1	95,791.00	24,426.71	18	JA0	Continuing	F	Career
	14655	Policy Advisor	1/22/2018	F	14	5	108,063.00	27,556.07	18	JA0	Continuing	F	Career
	15871	Management Analyst		V	13	1	81,050.00	20,667.75	18	JA0	Continuing	F	
	16090	MOTOR VEHICLE OPERATOR	3/31/1999	F	6	10	55,744.00	14,214.72	18	JA0	Continuing	F	Career
	17470	MOTOR VEHICLE OPERATOR	11/30/1992	F	6	10	55,744.00	14,214.72	18	JA0	Continuing	F	Career
	21435	Management Analyst		V	12	0	70,345.00	17,937.98	18	JA0	Continuing	F	
	26841	EMERGENCY MGMT OFFICER	10/17/2016	F	14	0	129,576.00	33,041.88	18	JA0	Continuing	F	MSS
	27131	STAFF ASSISTANT	10/21/1991	F	9	9	59,249.00	15,108.50	18	JA0	Continuing	F	Career
	30488	Management & Program Analyst	2/16/2010	F	13	5	91,438.00	23,316.69	18	JA0	Continuing	F	Career
	35242	Hearing Examiner	3/20/2017	F	12	10	97,340.00	24,821.70	18	JA0	Temp	P	TEMP
	41813	Administrative Support Spec.	7/25/2005	F	12	8	85,626.00	21,834.63	18	JA0	Continuing	F	Career
	44533	DIRECTOR	1/26/2015	F	E5	0	183,005.25	46,666.34	18	JA0	Continuing	F	ES
	46139	Policy and Program Support Man	7/2/2012	F	15	0	135,742.00	34,614.21	18	JA0	Continuing	F	MSS
	71759	Program Analyst	10/16/2017	F	12	1	70,345.00	17,937.98	18	JA0	Continuing	F	Career
	73652	Special Assistant	1/16/2001	F	12	8	85,626.00	21,834.63	18	JA0	Continuing	F	Career
	82611	Chief of Staff	2/21/2017	F	9	0	139,500.00	35,572.50	18	JA0	Continuing	F	ES
	85177	Emergency Management Specialis	9/8/2014	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	87323	Special Assistant	10/13/2015	F	12	2	72,528.00	18,494.64	18	JA0	Term	F	Term
	90738	Policy Analyst	8/21/2017	F	13	10	104,423.00	26,627.87	18	JA0	Continuing	F	Career
	90770	Program Analyst	12/11/2017	F	9	4	55,929.00	14,261.90	18	JA0	Term	F	Term
	93717	Public Affairs Specialist	12/11/2017	F	13	1	87,657.00	22,352.54	18	JA0	Continuing	F	Career
	184	Correspondence and Infor Spec	12/14/1996	F	12	10	89,992.00	22,947.96	18	JA0	Continuing	F	Career
	13607	Spec Emphasis Prgrm Coor Bil	7/12/1995	F	12	7	83,443.00	21,277.97	18	JA0	Continuing	F	Career
	17817	STAFF ASSISTANT (HR)	7/7/1986	F	9	8	57,741.00	14,723.96	18	JA0	Continuing	F	Career
	21544	HUMAN RESOURCES SPEC	5/11/1998	F	11	8	69,641.00	17,758.46	18	JA0	Continuing	F	Career
	26354	Human Resources Manager	8/23/2016	F	14	0	115,720.50	29,508.73	18	JA0	Continuing	F	MSS
	33558	Management Liaison Spec	11/29/2004	F	13	8	99,229.00	25,303.40	18	JA0	Continuing	F	Career
	33754	Management Liaison Spec	6/3/2013	F	13	6	94,035.00	23,978.93	18	JA0	Continuing	F	Career
	33893	ADA Comp. Spec. (Human Svcs.)	7/27/1992	F	13	10	104,423.00	26,627.87	18	JA0	Continuing	F	Career

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
1010- PERSONNEL	34470	STAFF ASSISTANT	2/6/1995	F	11	8	69,641.00	17,758.46	18	JA0	Continuing	F	Career
	77887	Human Resources Asst	6/3/2013	F	7	4	43,134.00	10,999.17	18	JA0	Term	F	Term
	77891	Management Analyst		V	12	0	70,345.00	17,937.98	18	JA0	Continuing	F	
	82716	Human Resources Officer III	9/18/2017	F	15	0	136,034.00	34,688.67	18	JA0	Continuing	F	MSS
1030- PROPERTY MANAGEMENT	3789	Capital Operations Project Mgr	4/14/2003	F	15	0	72,061.27	18,375.62	18	JA0	Continuing	F	MSS
	14232	Facilities Services Analyst	5/5/2014	F	13	2	83,647.00	21,329.99	18	JA0	Continuing	F	Career
	21732	FACILITY PLANNER	4/3/2017	F	12	1	70,345.00	17,937.98	18	JA0	Term	F	Term
	30580	FACILITY PGM MGR	7/30/1966	F	14	0	111,137.25	28,340.00	18	JA0	Continuing	F	MSS
	30733	Facilities Coordinator	12/17/2012	F	13	2	83,647.00	21,329.99	18	JA0	Continuing	F	Career
	71761	Fleet and Security Services Co	2/19/2001	F	11	2	58,679.00	14,963.15	18	JA0	Continuing	F	Career
	78058	Program Support Assistant	4/4/2016	F	7	1	42,250.00	10,773.75	18	JA0	Term	F	Term
1060- LEGAL SERVICES	27730	Attorney Advisor	12/11/2017	F	12	1	81,246.00	20,717.73	18	JA0	Term	F	Term
	36343	Trial Attorney	5/6/2013	F	13	5	109,503.00	27,923.27	18	JA0	Term	F	Term
	41756	ATTORNEY ADVISOR	11/13/2017	F	14	3	121,787.00	31,055.69	18	JA0	Continuing	F	Career
	41764	Attorney Advisor	7/11/2016	F	13	4	106,283.00	27,102.17	18	JA0	Term	F	Term
	41765	ATTORNEY ADVISOR	9/5/1986	F	14	10	148,443.00	37,852.97	18	JA0	Continuing	F	Career
	41809	CLERICAL ASSISTANT	8/31/1998	F	7	9	49,919.00	12,729.35	18	JA0	Continuing	F	Career
	41810	Operations Manager	9/13/2010	F	13	0	95,663.75	24,394.26	18	JA0	Continuing	F	MSS
	41811	Attorney Advisor	8/3/2015	F	12	9	102,926.00	26,246.13	18	JA0	Term	F	Term
	45610	SUPERVISORY ATTORNEY ADVISOR	9/10/2000	F	2	0	173,029.70	44,122.57	18	JA0	Continuing	F	MSS
	10998	IT Spec (App Sftware/Internet)	8/27/2012	F	13	10	112,956.00	28,803.78	18	JA0	Continuing	F	Career
	20465	IT Spec (App Sftware/Internet)	11/7/2011	F	13	10	112,956.00	28,803.78	18	JA0	Continuing	F	Career
	967	Management Analyst	1/24/2005	F	12	1	70,345.00	17,937.98	18	JA0	Continuing	F	Career
	3877	TELECOMMUNICATIONS SPECIALIST	10/19/1987	F	11	8	75,323.00	19,207.37	18	JA0	Continuing	F	Career
	6281	TELECOMMUNICATIONS SPECIALIST	3/26/1990	F	11	10	79,275.00	20,215.13	18	JA0	Continuing	F	Career
	7656	IT Spec (Application Software)	12/2/2002	F	13	10	112,956.00	28,803.78	18	JA0	Continuing	F	Career
	8583	IT Spec (Application Software)	5/22/2000	F	13	6	101,712.00	25,936.56	18	JA0	Continuing	F	Career
	9236	IT Spec (Application Software)	1/31/2000	F	13	9	110,145.00	28,086.98	18	JA0	Continuing	F	Career
	10258	Social Svcs. Program Manager	9/22/2014	F	14	0	139,521.08	35,577.88	18	JA0	Continuing	F	MSS
	15001	IT Spec. (Applic. Software)	11/21/2011	F	12	2	78,444.00	20,003.22	18	JA0	Term	F	Term
	15672	IT Spec (App Sftwre/Data Mgmt)	1/2/2001	F	13	10	112,956.00	28,803.78	18	JA0	Continuing	F	Career
	15842	IT Spec (Application Software)	7/20/1987	F	13	7	104,523.00	26,653.37	18	JA0	Continuing	F	Career
	16632	IT Spec (Application Software)	6/13/1994	F	12	8	92,616.00	23,617.08	18	JA0	Continuing	F	Career
	17255	IT Spec (Application Software)	9/19/2016	F	12	9	94,978.00	24,219.39	18	JA0	Term	F	Term
	18064	InformationTechnology Speciali	5/31/2016	F	12	6	87,892.00	22,412.46	18	JA0	Term	F	Term
	21319	SUPV INFO TECH SPEC	11/23/1998	F	14	0	126,601.74	32,283.44	18	JA0	Continuing	F	MSS
	21939	IT Project Manager	3/6/2006	F	15	0	121,756.30	31,047.86	18	JA0	Continuing	F	MSS
	26167	Computer Operator	10/25/2010	F	6	9	48,760.00	12,433.80	18	JA0	Continuing	F	Career
	26242	IT Spec (Application Software)	4/26/1999	F	13	9	110,145.00	28,086.98	18	JA0	Continuing	F	Career
	30505	IT Spec. (Applic. Software)	2/11/2013	F	12	2	78,444.00	20,003.22	18	JA0	Term	F	Term
	30715	IT Specialist (Syst. Admin.)	2/3/2003	F	13	7	104,523.00	26,653.37	18	JA0	Continuing	F	Career
	30743	IT Specialist (CUSTSPT)	9/19/2016	F	9	2	52,669.00	13,430.60	18	JA0	Term	F	Term
	35534	Chief Information Officer		V	16	0	147,300.00	37,561.50	18	JA0	Continuing	F	
	47263	IT Specialist (CUSTSPT)		V	9	0	51,039.00	13,014.95	18	JA0	Continuing	F	
	71989	Computer Operator	2/4/1987	F	8	10	59,701.00	15,223.76	18	JA0	Continuing	F	Career
	75468	IT Spec (App Sftware/Internet)		V	13	0	87,657.00	22,352.54	18	JA0	Continuing	F	
	75579	IT Project Manager	8/23/2004	F	15	0	154,868.88	39,491.56	18	JA0	Continuing	F	MSS
	75715	IT Spec. (Applic. Software)	10/16/2017	F	12	9	94,978.00	24,219.39	18	JA0	Term	F	Term

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	75921	IT Spec (App Software/Internet)		V	13	0	87,657.00	22,352.54	18	JAO	Continuing	F	
	77766	Information Technology Special	10/16/2017	F	11	6	71,371.00	18,199.61	18	JAO	Term	F	Term
	77890	Chief Information Officer	7/5/2011	F	16	0	150,000.00	38,250.00	18	JAO	Continuing	F	MSS
	84783	IT Specialist	2/6/2017	F	5	1	23,867.25	6,086.15	18	JAO	Temp	P	TEMP
	84784	IT Specialist	7/24/2017	F	5	1	23,867.25	6,086.15	18	JAO	Term	F	Term
	87663	IT Project Manager	11/4/2013	F	14	0	114,868.69	29,291.52	18	JAO	Continuing	F	MSS
	87665	IT Specialist (Network Svcs.)		V	13	0	87,657.00	22,352.54	18	JAO	Continuing	F	
	91263	IT Specialist	2/6/2017	F	5	1	23,867.25	6,086.15	18	JAO	Temp	P	TEMP
	92137	IT Spec. (Customer Support)	8/11/2014	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	Term
	92373	Information Technology Special	8/7/2017	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	6521	Program Specialist	11/8/1999	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	Term
	6853	POLICY ANALYST	5/13/1985	F	13	4	88,841.00	22,654.46	18	JAO	Continuing	F	Career
	9280	Program Specialist	1/8/2007	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	Career
	9433	Program Specialist	10/26/1998	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Career
	15823	PGM SPEC		V	11	1	61,491.00	15,680.21	18	JAO	Continuing	F	
	17243	Supervisory IT Specialist		V	15	0	132,745.00	33,849.98	18	JAO	Continuing	F	MSS
	18403	Social Service Representative		V	9	0	51,039.00	13,014.95	18	JAO	Continuing	F	
	21968	Supvy Social Services Represen	3/28/1994	F	12	0	77,079.12	19,655.18	18	JAO	Continuing	F	MSS
	25437	Social Service Representative		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	30498	SUPVY TRAINING SPEC	10/16/1995	F	13	0	91,819.83	23,414.06	18	JAO	Continuing	F	MSS
	30569	PROGRAM ANALYST	5/15/2006	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	30718	PROGRAM ANALYST	3/21/2005	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	30738	Supervisory Program Analyst	2/10/2003	F	13	0	86,660.08	22,098.32	18	JAO	Continuing	F	MSS
	34488	Program Specialist		V	11	1	61,491.00	15,680.21	18	JAO	Continuing	F	
	40295	Information Technology Special	5/30/2017	F	13	9	110,145.00	28,086.98	18	JAO	Term	F	Term
	75463	Administrative Officer		V	13	0	103,992.00	26,517.96	18	JAO	Continuing	F	
	75464	Program Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	75465	Social Svcs. Program Manager	4/4/2016	F	13	0	88,065.00	22,456.58	18	JAO	Temp	F	TEMP
	75600	Supervisory Information Techno	11/13/2006	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	75714	Management Analyst	9/22/2014	F	12	5	85,530.00	21,810.15	18	JAO	Term	F	Term
	75829	Program Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	77768	Management Analyst	7/14/2014	F	12	4	83,168.00	21,207.84	18	JAO	Term	F	Term
	77769	Supervisory IT Specialist		V	15	0	132,745.00	33,849.98	18	JAO	Continuing	F	
	78074	Social Service Representative		V	9	0	51,039.00	13,014.95	18	JAO	Continuing	F	
	78080	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	
	85173	POLICY ANALYST		V	13	0	81,050.00	20,667.75	18	JAO	Continuing	F	
	85174	Social Svcs. Program Manager		V	14	0	119,591.00	30,495.71	18	JAO	Continuing	F	
	85303	Management Analyst	11/17/2014	F	12	5	85,530.00	21,810.15	18	JAO	Term	F	Term
	85976	Social Service Represent.	7/27/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	85978	Program Specialist	6/13/2005	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	85984	Social Services Rep. (Biling.)	11/20/2006	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	85986	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	
	86003	Social Service Representative	6/15/2015	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	86004	Social Service Representative	6/29/2015	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	86024	Social Services Assistant (Gen	6/1/2015	F	5	3	36,809.00	9,386.30	18	JAO	Term	F	Term
	86029	Social Services Assistant (Gen		V	6	0	38,128.00	9,722.64	18	JAO	Continuing	F	
	86033	Social Service Representative		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	86036	Social Services Rep. (Biling.)	5/5/2014	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term

## Attachment 2 - Schedule A

ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
1040 - INFORMATION SYSTEMS	86040	Social Services Rep (Bilingual)	6/15/2015	F	9	2	52,669.00	13,430.60	18	JA0	Continuing	F	Career
	86049	Training Specialist		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	86051	Social Service Represent.	6/29/2015	F	7	2	43,718.00	11,148.09	18	JA0	Term	F	Term
	86059	PROGRAM ANALYST		V	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	
	90767	IT Spec (App Sftwre/Data Mgmt)		V	13	0	87,657.00	22,352.54	18	JA0	Continuing	F	
	90768	Info. Technology Specialist	5/30/2017	F	14	9	120,335.00	30,685.43	18	JA0	Term	F	Term
	90769	IT Spec (App Sftwre/Data Mgmt)		V	13	0	87,657.00	22,352.54	18	JA0	Continuing	F	
	90773	IT Spec (App Sftwre/Data Mgmt)		V	13	0	87,657.00	22,352.54	18	JA0	Continuing	F	
	90789	IT Spec. (Applic. Software)		V	12	0	76,082.00	19,400.91	18	JA0	Continuing	F	
	90813	IT Specialist (CUSTSPT)		V	9	0	51,039.00	13,014.95	18	JA0	Continuing	F	
	90814	IT SPEC. (CUSTOMER SUPPORT)	10/31/2016	F	9	2	48,693.00	12,416.72	18	JA0	Term	F	Term
	90831	IT Spec. (Customer Support)	10/3/2016	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	Term
(2000) ECONOMIC SECURITY ADMINISTRATION													
	34483	Community Liaison Specialist	1/10/2004	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	77189	Community Liaison Specialist	11/28/2005	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	77191	Community Liaison Specialist	4/8/2013	F	11	8	75,323.00	19,207.37	18	JA0	Continuing	F	Career
	1057	Grants Management Specialist	10/2/2017	F	11	3	65,443.00	16,687.97	18	JA0	Term	F	Term
	83479	Grants Management Specialist	9/18/2017	F	11	8	75,323.00	19,207.37	18	JA0	Term	F	Term
	15914	Prgm & Policy Anal (Strat Plan	10/7/2013	F	12	5	85,530.00	21,810.15	18	JA0	Continuing	F	Career
	10536	Program Analyst	5/5/2014	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
	24573	Program Analyst	5/19/2014	F	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	Career
	324	PROGRAM ANALYST	12/28/2015	F	11	6	71,371.00	18,199.61	18	JA0	Continuing	F	Career
	17133	SOCIAL SERVICE ASSISTANT	3/29/1999	F	6	9	48,760.00	12,433.80	18	JA0	Continuing	F	Career
	17499	Social Service Assistant	8/28/2000	F	7	6	49,590.00	12,645.45	18	JA0	Continuing	F	Career
	19702	Social Service Assistant	8/31/1998	F	7	7	51,058.00	13,019.79	18	JA0	Continuing	F	Career
	26949	SOCIAL SERVICE ASSISTANT	12/21/1998	F	6	9	48,760.00	12,433.80	18	JA0	Continuing	F	Career
	77192	Social Service Assistant	5/6/2013	F	7	7	51,058.00	13,019.79	18	JA0	Term	F	Term
	77193	Social Service Assistant	7/25/2016	F	7	5	48,122.00	12,271.11	18	JA0	Term	F	Term
	71767	SOCIAL SERVICE ASSISTANT	9/6/2016	F	6	10	50,089.00	12,772.70	18	JA0	Term	F	Term
	13488	Social Service Assistant (Bili	10/7/2013	F	6	6	44,773.00	11,417.12	18	JA0	Term	F	Term
	25651	Social Service Represent.	3/9/2015	F	7	2	43,718.00	11,148.09	18	JA0	Term	F	Term
	86048	Social Service Represent.	6/1/2015	F	7	2	43,718.00	11,148.09	18	JA0	Term	F	Term
	86050	Social Service Represent.	6/1/2015	F	7	2	43,718.00	11,148.09	18	JA0	Term	F	Term
	86318	Social Service Represent.	12/14/2015	F	9	2	52,669.00	13,430.60	18	JA0	Term	F	Term
	2157	Social Service Representative	8/25/2014	F	9	3	54,299.00	13,846.25	18	JA0	Continuing	F	Career
	2790	Social Service Representative	3/26/1990	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	5961	Social Service Representative	3/9/2015	F	11	2	63,467.00	16,184.09	18	JA0	Temp	P	TEMP
	7700	Social Service Representative	11/12/1985	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	8529	Social Service Representative	5/1/2006	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	9583	Social Service Representative	11/13/2006	F	11	3	65,443.00	16,687.97	18	JA0	Continuing	F	Career
	10546	Social Service Representative	2/12/2001	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	11845	Social Service Representative	8/22/2005	F	11	3	65,443.00	16,687.97	18	JA0	Continuing	F	Career
	13239	Social Service Representative	4/9/1990	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	16723	Social Service Representative	9/8/2014	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	16742	Social Service Representative	7/18/1994	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	16852	Social Service Representative	9/22/2014	F	9	3	54,299.00	13,846.25	18	JA0	Term	F	Term
	22657	Social Service Representative	10/7/2013	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	24343	Social Service Representative	2/21/2006	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career

## Attachment 2 - Schedule A

ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	25729	Social Service Representative	9/24/1990	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	25923	Social Service Representative	4/20/2015	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	26210	Social Service Representative	9/18/2006	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	27657	Social Service Representative	11/27/2006	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	30724	Social Service Representative	5/29/2007	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	30726	Social Service Representative	3/7/2005	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	41276	Social Service Representative	10/25/2010	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	85975	Social Service Representative	7/13/2015	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	85981	Social Service Representative	6/15/2015	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	85993	Social Service Representative	6/15/2015	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	86005	Social Service Representative	6/16/2014	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	86009	Social Service Representative	6/15/2015	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	86010	Social Service Representative	6/1/2015	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	86011	Social Service Representative	6/29/2015	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	78079	Social Services Assistant	11/17/2014	F	6	6	44,773.00	11,417.12	18	JAO	Term	F	Term
	30560	Social Services Assistant (Cus	9/28/1998	F	7	10	55,462.00	14,142.81	18	JAO	Continuing	F	Career
	19763	Social Services Assistant (Cus	11/16/2015	F	7	3	45,186.00	11,522.43	18	JAO	Term	F	Term
	25094	Social Services Assistant (Gen	12/18/1989	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	86017	Social Services Assistant (Gen	6/1/2015	F	5	3	36,809.00	9,386.30	18	JAO	Term	F	Term
	86023	Social Services Assistant (Gen	6/1/2015	F	5	3	36,809.00	9,386.30	18	JAO	Term	F	Term
	86025	Social Services Assistant (Gen	6/1/2015	F	5	2	35,611.00	9,080.81	18	JAO	Term	F	Term
	86027	Social Services Assistant (Gen	6/1/2015	F	5	3	36,809.00	9,386.30	18	JAO	Term	F	Term
	86031	Social Services Rep (Bilingual	6/1/2015	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	86037	Social Services Rep (Bilingual	6/1/2015	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	86039	Social Services Rep (Bilingual	6/15/2015	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	30573	SOCIAL SRVS ASST CUSTOMER SVC	11/24/1986	F	7	10	55,462.00	14,142.81	18	JAO	Continuing	F	Career
	9895	Social Svcs. Program Manager	3/28/1994	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	21381	Social Svcs. Program Manager	1/4/1986	F	14	0	110,873.00	28,272.62	18	JAO	Continuing	F	MSS
	35595	Social Worker	12/17/2012	F	11	6	77,294.00	19,709.97	18	JAO	Continuing	F	Career
	36537	Social Worker	1/19/2010	F	11	5	75,319.00	19,206.35	18	JAO	Term	F	Term
	71770	Social Worker	10/30/2017	F	11	1	67,419.00	17,191.85	18	JAO	Term	F	Term
	33426	Social Worker	5/10/2010	F	11	6	77,294.00	19,709.97	18	JAO	Continuing	F	Career
	71760	SUPERVISORY SOCIAL WORKER	11/23/2009	F	13	0	99,277.76	25,315.83	18	JAO	Continuing	F	MSS
	11500	Supvy Social Services Represen	1/19/1988	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	15332	Supvy Social Services Represen	2/26/1984	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	20090	Supvy Social Services Represen	12/28/2015	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	85987	Supvy Social Services Represen	6/1/2007	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	85988	Supvy Social Services Represen	1/16/2001	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	19862	SUPVY VOCATIONAL DEV SPEC	10/11/1988	F	12	0	85,031.06	21,682.92	18	JAO	Continuing	F	MSS
	27100	SUPVY VOCATIONAL DEV SPEC	7/6/1998	F	12	0	91,788.50	23,406.07	18	JAO	Continuing	F	MSS
	77175	SUPVY VOCATIONAL DEV SPEC	7/11/2016	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	77194	SUPVY VOCATIONAL DEV SPEC	9/5/2006	F	12	0	75,356.64	19,215.94	18	JAO	Continuing	F	MSS
	77195	SUPVY VOCATIONAL DEV SPEC	12/3/2012	F	12	0	75,847.27	19,341.05	18	JAO	Continuing	F	MSS
	82071	SUPVY VOCATIONAL DEV SPEC	10/21/2013	F	12	0	76,334.00	19,465.17	18	JAO	Continuing	F	MSS
	82072	SUPVY VOCATIONAL DEV SPEC	10/7/2013	F	12	0	78,508.11	20,019.57	18	JAO	Continuing	F	MSS
	82073	SUPVY VOCATIONAL DEV SPEC	7/14/2014	F	12	0	96,159.98	24,520.79	18	JAO	Continuing	F	MSS
	82074	SUPVY VOCATIONAL DEV SPEC	10/1/2012	F	12	0	75,356.64	19,215.94	18	JAO	Continuing	F	MSS
	92198	SUPVY VOCATIONAL DEV SPEC	9/5/2017	F	12	0	89,505.00	22,823.78	18	JAO	Continuing	F	MSS

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	92199	SUPVY VOCATIONAL DEV SPEC	4/20/2015	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	21062	Supvy Vocational Dev. Special.	1/19/1994	F	12	0	83,472.24	21,285.42	18	JAO	Continuing	F	MSS
	21761	Supvy Vocational Dev. Special.	6/26/2006	F	12	0	75,356.64	19,215.94	18	JAO	Continuing	F	MSS
	25476	Supvy Vocational Dev. Special.	11/18/2002	F	12	0	75,356.64	19,215.94	18	JAO	Continuing	F	MSS
	15870	TRAINING PGM MGR	11/26/1984	F	14	0	109,906.00	28,026.03	18	JAO	Continuing	F	MSS
	77197	Training Specialist (TANF)	12/11/2006	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	14065	Vocational Development Special	8/17/1998	F	11	10	79,275.00	20,215.13	18	JAO	Continuing	F	Career
	18607	Vocational Development Special	12/11/2017	F	11	7	73,347.00	18,703.49	18	JAO	Term	F	Term
	26811	Vocational Development Special	1/27/1989	F	11	6	71,371.00	18,199.61	18	JAO	Continuing	F	Career
	27607	Vocational Development Special	3/21/2005	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	83217	Vocational Development Special	5/19/2014	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	Term
	83219	Vocational Development Special	5/19/2014	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	Term
	85032	Vocational Development Special	11/14/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	679	Vocational Development Special	5/30/2006	F	11	6	71,371.00	18,199.61	18	JAO	Continuing	F	Career
	6275	Vocational Development Special	4/20/1989	F	11	10	79,275.00	20,215.13	18	JAO	Continuing	F	Career
	6557	Vocational Development Special	6/13/1994	F	11	7	73,347.00	18,703.49	18	JAO	Continuing	F	Career
	6755	Vocational Development Special	10/11/1988	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	8106	Vocational Development Special	4/21/2014	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	8756	Vocational Development Special	4/18/2011	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	10429	Vocational Development Special	3/9/1992	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	10631	Vocational Development Special	3/26/2001	F	11	6	71,371.00	18,199.61	18	JAO	Continuing	F	Career
	10701	Vocational Development Special	1/25/2016	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	12436	Vocational Development Special	7/11/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	15621	Vocational Development Special	1/11/2016	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	16773	Vocational Development Special	9/4/2007	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	19755	Vocational Development Special	6/27/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	19775	Vocational Development Special	10/30/2017	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	Term
	20069	Vocational Development Special	11/8/1977	F	11	8	75,323.00	19,207.37	18	JAO	Continuing	F	Career
	20298	Vocational Development Special	8/22/1994	F	11	7	73,347.00	18,703.49	18	JAO	Continuing	F	Career
	20716	Vocational Development Special	10/9/1990	F	11	10	79,275.00	20,215.13	18	JAO	Continuing	F	Career
	22770	Vocational Development Special	3/25/2002	F	11	6	71,371.00	18,199.61	18	JAO	Continuing	F	Career
	24653	Vocational Development Special	10/7/2013	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	25106	Vocational Development Special	8/30/2013	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	30516	Vocational Development Special	11/27/2017	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	Term
	30546	Vocational Development Special	3/24/2013	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	30729	Vocational Development Special	7/11/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	71771	Vocational Development Special	2/8/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	71772	Vocational Development Special	1/25/2016	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	Term
	76904	Vocational Development Special	8/16/2013	F	11	6	71,371.00	18,199.61	18	JAO	Term	F	Term
	76905	Vocational Development Special	4/21/2014	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	76906	Vocational Development Special	5/30/2017	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	Term
	77176	Vocational Development Special	3/25/2013	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	77178	Vocational Development Special	12/3/2012	F	11	8	75,323.00	19,207.37	18	JAO	Term	F	Term
	77179	Vocational Development Special	1/25/2016	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	77180	Vocational Development Special	3/23/2015	F	11	8	75,323.00	19,207.37	18	JAO	Term	F	Term
	77183	Vocational Development Special	3/25/2013	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	77185	Vocational Development Special	12/17/2012	F	11	6	71,371.00	18,199.61	18	JAO	Term	F	Term
	77186	Vocational Development Special	12/17/2012	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term



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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	77187	Vocational Development Special	12/17/2012	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	Term
	77196	Vocational Development Special	10/30/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	77198	Vocational Development Special	10/30/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	82075	Vocational Development Special	11/4/2013	F	11	4	67,419.00	17,191.85	18	JA0	Term	F	Term
	82076	Vocational Development Special	11/13/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	82077	Vocational Development Special	5/20/2013	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	82078	Vocational Development Special	11/4/2013	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	Term
	82079	Vocational Development Special	10/7/2013	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	Term
	82080	Vocational Development Special	10/13/1998	F	11	6	71,371.00	18,199.61	18	JA0	Continuing	F	Career
	82082	Vocational Development Special	11/18/2013	F	11	6	71,371.00	18,199.61	18	JA0	Term	F	Term
	82083	Vocational Development Special	5/5/2014	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	82085	Vocational Development Special	1/11/2016	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	Term
	82086	Vocational Development Special	5/5/2014	F	11	4	67,419.00	17,191.85	18	JA0	Term	F	Term
	82087	Vocational Development Special	9/5/2006	F	11	6	71,371.00	18,199.61	18	JA0	Continuing	F	Career
	82088	Vocational Development Special	12/2/2013	F	11	6	71,371.00	18,199.61	18	JA0	Continuing	F	Career
	82089	Vocational Development Special	11/4/2013	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	Term
	82092	Vocational Development Special	9/23/2013	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	82093	Vocational Development Special	11/18/2013	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	Term
	82094	Vocational Development Special	11/14/2005	F	11	6	71,371.00	18,199.61	18	JA0	Term	F	Term
	82096	Vocational Development Special	5/30/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	82097	Vocational Development Special	11/4/2013	F	11	6	71,371.00	18,199.61	18	JA0	Term	F	Term
	82098	Vocational Development Special	11/18/2013	F	11	6	71,371.00	18,199.61	18	JA0	Term	F	Term
	82099	Vocational Development Special	11/18/2013	F	11	9	77,299.00	19,711.25	18	JA0	Term	F	Term
	82100	Vocational Development Special	11/4/2013	F	11	6	71,371.00	18,199.61	18	JA0	Term	F	Term
	82102	Vocational Development Special	5/5/2014	F	11	3	65,443.00	16,687.97	18	JA0	Term	F	Term
	82103	Vocational Development Special	10/21/2013	F	11	6	71,371.00	18,199.61	18	JA0	Term	F	Term
	82104	Vocational Development Special	12/5/1985	F	11	7	73,347.00	18,703.49	18	JA0	Term	F	Term
	82109	Vocational Development Special	5/5/2014	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	Term
	82110	Vocational Development Special	5/19/2014	F	11	4	67,419.00	17,191.85	18	JA0	Term	F	Term
	92201	Vocational Development Special	11/13/2017	F	11	4	67,419.00	17,191.85	18	JA0	Term	F	Term
	92202	Vocational Development Special	1/8/2018	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	92203	Vocational Development Special	11/13/2017	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	Term
	92204	Vocational Development Special	11/13/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	92205	Vocational Development Special	12/11/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	92206	Vocational Development Special	2/16/2010	F	11	6	71,371.00	18,199.61	18	JA0	Term	F	Term
	92207	Vocational Development Special	10/30/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	92208	Vocational Development Special	10/30/2017	F	11	4	67,419.00	17,191.85	18	JA0	Term	F	Term
	92209	Vocational Development Special	10/30/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	92210	Vocational Development Special	1/8/2018	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	40288	Vocational Development Special		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	40294	Vocational Development Special		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	42493	Vocational Development Special		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	43115	Vocational Development Special		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	77190	Community Liaison Specialist		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	83477	STAFF ASSISTANT		V	9	0	51,039.00	13,014.95	18	JA0	Continuing	F	
	2064	Vocational Development Special		V	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	
	9083	Training & Employment Program		V	14	0	119,591.00	30,495.71	18	JA0	Continuing	F	
	15003	Vocational Development Special		V	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	

## Attachment 2 - Schedule A

ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
2030 - CASE MANAGEMENT	19751	Training Specialist (TANF)		V	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	
	26176	Social Services Assistant		V	5	0	34,413.00	8,775.32	18	JA0	Continuing	F	
	76908	Vocational Development Special		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	77181	Vocational Development Special		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	77188	Vocational Development Special		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	82101	Vocational Development Special		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	17124	Social Service Representative		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	21369	Social Service Representative		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	30727	Social Service Representative		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	11010	ADMIN SRVS OFFICER	7/13/1981	F	13	10	104,423.00	26,627.87	18	JA0	Continuing	F	Career
	16321	Administrative Officer	7/10/2005	F	14	0	132,366.33	33,753.41	18	JA0	Continuing	F	MSS
	82095	Administrative Services Superv	1/16/2002	F	13	0	114,330.00	29,154.15	18	JA0	Continuing	F	MSS
	5900	CHILD CARE ELIGIBILITY SPEC	11/13/2007	F	11	7	73,347.00	18,703.49	18	JA0	Continuing	F	Career
	27654	CHILD CARE ELIGIBILITY SPEC	11/24/1986	F	11	10	79,275.00	20,215.13	18	JA0	Continuing	F	Career
	8645	Dep Admin For Customer Workfor	8/16/2010	F	15	0	129,935.53	33,133.56	18	JA0	Continuing	F	MSS
	11901	Economic Security Administrato	10/15/2007	F	16	0	174,225.24	44,427.44	18	JA0	Continuing	F	MSS
	9412	HEARING APPEALS EXAMINER	5/13/1985	F	12	8	85,626.00	21,834.63	18	JA0	Continuing	F	Career
	1229	INFORMATION TECHNOLOGY SPECIAL	1/2/1997	F	12	10	97,340.00	24,821.70	18	JA0	Continuing	F	Career
	88111	IT Project Manager	1/26/2004	F	15	0	135,754.00	34,617.27	18	JA0	Continuing	F	MSS
	30716	IT Spec (App Sftwre/Data Mgmt)	11/14/2016	F	13	8	107,334.00	27,370.17	18	JA0	Term	F	Term
	10670	lead social services assistant	8/31/1998	F	8	10	59,701.00	15,223.76	18	JA0	Continuing	F	Career
	6441	Management & Program Analyst	7/11/2005	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	9612	MGMT PGM ANALYST	8/18/1986	F	13	10	104,423.00	26,627.87	18	JA0	Continuing	F	Career
	77763	MGMT PGM ANALYST	1/2/1985	F	13	7	96,632.00	24,641.16	18	JA0	Continuing	F	Career
	22755	MGMT SYSTEMS SPEC	8/4/1997	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	22273	MOTOR VEHICLE OPERATOR	6/25/2007	F	6	9	54,267.20	13,838.14	18	JA0	Continuing	F	Career
	23168	MOTOR VEHICLE OPERATOR	7/7/1999	F	6	10	55,744.00	14,214.72	18	JA0	Continuing	F	Career
	34494	MOTOR VEHICLE OPERATOR	9/6/2016	F	6	6	49,836.80	12,708.38	18	JA0	Term	F	Term
	40285	Multicultural Affairs Coordina	7/10/2006	F	12	2	78,444.00	20,003.22	18	JA0	Continuing	F	Career
	34549	Office Assistant (OA)	4/7/2014	F	6	10	50,089.00	12,772.70	18	JA0	Term	F	Term
	25773	Office Clerk (Office Automatio	10/19/2015	F	5	3	36,809.00	9,386.30	18	JA0	Term	F	Term
	786	PGM SPEC	8/17/1987	F	11	6	71,371.00	18,199.61	18	JA0	Continuing	F	Career
	21320	PGM SPEC	10/13/1998	F	11	8	75,323.00	19,207.37	18	JA0	Continuing	F	Career
	9716	Policy Analyst	2/20/2007	F	12	2	78,444.00	20,003.22	18	JA0	Term	F	Term
	11024	Policy Analyst	9/10/2012	F	12	2	78,444.00	20,003.22	18	JA0	Term	F	Term
	11511	Policy Analyst	10/13/1998	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
	15893	Policy Analyst	2/2/1987	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
	22177	Privacy and Records Management	6/3/2013	F	14	3	101,927.00	25,991.39	18	JA0	Continuing	F	Career
	12392	PROGRAM ANALYST	9/12/1977	F	12	10	97,340.00	24,821.70	18	JA0	Continuing	F	Career
	30495	PROGRAM ANALYST	3/17/1997	F	12	2	78,444.00	20,003.22	18	JA0	Continuing	F	Career
	30553	Program Analyst	4/19/2004	F	12	5	85,530.00	21,810.15	18	JA0	Continuing	F	Career
	10325	Program Analyst	12/27/2016	F	12	2	78,444.00	20,003.22	18	JA0	Term	F	Term
	16463	PROGRAM ANALYST	3/1/1976	F	12	10	97,340.00	24,821.70	18	JA0	Continuing	F	Career
	30494	PROGRAM ANALYST	8/31/1998	F	12	10	97,340.00	24,821.70	18	JA0	Continuing	F	Career
	34482	PROGRAM ANALYST	8/10/1992	F	11	9	77,299.00	19,711.25	18	JA0	Continuing	F	Career
	10156	Program Analyst	12/5/2005	F	12	5	85,530.00	21,810.15	18	JA0	Continuing	F	Career
	24147	Program Analyst	7/12/2005	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	15899	Program Analyst	9/10/2012	F	11	8	75,323.00	19,207.37	18	JA0	Continuing	F	Career

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	75466	Program Analyst	7/2/2012	F	12	7	90,254.00	23,014.77	18	JA0	Term	F	Term
	75467	Program Analyst	7/16/2012	F	12	5	85,530.00	21,810.15	18	JA0	Term	F	Term
	4293	Program Analyst	1/8/2018	F	12	2	78,444.00	20,003.22	18	JA0	Term	F	Term
	22784	PROGRAM ANALYST	9/22/2014	F	11	6	71,371.00	18,199.61	18	JA0	Term	F	Term
	12626	Program Analyst	9/19/2016	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
	77767	Program Analyst	1/8/2018	F	12	2	78,444.00	20,003.22	18	JA0	Term	F	Term
	77648	Program Analyst (Suprt Oper).	7/8/1985	F	12	5	85,530.00	21,810.15	18	JA0	Continuing	F	Career
	2904	Program Specialist	9/5/2006	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	Term
	10122	Program Specialist	6/30/2003	F	11	3	65,443.00	16,687.97	18	JA0	Term	F	Term
	15807	Program Specialist	1/29/2001	F	11	4	67,419.00	17,191.85	18	JA0	Term	F	Term
	16914	Program Specialist	2/21/2006	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	77562	Program Support Assistant (OAS	11/19/1990	F	7	7	51,058.00	13,019.79	18	JA0	Continuing	F	Career
	77561	Program Support Assistant (OAS	4/9/1990	F	7	10	55,462.00	14,142.81	18	JA0	Continuing	F	Career
	30565	Senior Policy Advisor	10/1/2007	F	14	0	132,370.00	33,754.35	18	JA0	Continuing	F	MSS
	9941	Senior Policy Advisor	1/13/2014	F	14	0	105,699.00	26,953.25	18	JA0	Continuing	F	MSS
	26611	Services Management Specialist	3/12/1990	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
	30572	Services Management Specialist	10/14/1986	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
	10111	SOCIAL SERVICE ASSISTANT	8/7/2006	F	6	8	47,431.00	12,094.91	18	JA0	Continuing	F	Career
	22497	SOCIAL SERVICE ASSISTANT	7/11/2005	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	9697	SOCIAL SERVICE ASSISTANT	3/11/1991	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	9826	SOCIAL SERVICE ASSISTANT	8/11/2014	F	6	5	43,444.00	11,078.22	18	JA0	Continuing	F	Career
	14079	SOCIAL SERVICE ASSISTANT	1/10/2006	F	6	8	47,431.00	12,094.91	18	JA0	Continuing	F	Career
	14082	SOCIAL SERVICE ASSISTANT	2/1/1999	F	6	9	48,760.00	12,433.80	18	JA0	Continuing	F	Career
	14450	SOCIAL SERVICE ASSISTANT	9/2/1986	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	16981	SOCIAL SERVICE ASSISTANT	10/9/1990	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	17789	SOCIAL SERVICE ASSISTANT	7/26/1993	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	17951	SOCIAL SERVICE ASSISTANT	6/1/1999	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	18529	SOCIAL SERVICE ASSISTANT	6/1/2015	F	6	2	39,457.00	10,061.54	18	JA0	Term	F	Term
	19654	SOCIAL SERVICE ASSISTANT	12/23/1974	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	21264	SOCIAL SERVICE ASSISTANT	5/7/2001	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	22185	SOCIAL SERVICE ASSISTANT	9/27/1986	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	22241	SOCIAL SERVICE ASSISTANT	8/2/1999	F	6	9	48,760.00	12,433.80	18	JA0	Continuing	F	Career
	23244	SOCIAL SERVICE ASSISTANT	7/28/2014	F	6	6	44,773.00	11,417.12	18	JA0	Continuing	F	Career
	23266	SOCIAL SERVICE ASSISTANT	3/15/1999	F	6	9	48,760.00	12,433.80	18	JA0	Continuing	F	Career
	24982	SOCIAL SERVICE ASSISTANT	9/4/1978	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	25160	SOCIAL SERVICE ASSISTANT	9/23/1991	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	25635	SOCIAL SERVICE ASSISTANT	7/23/1986	F	6	9	48,760.00	12,433.80	18	JA0	Continuing	F	Career
	25750	SOCIAL SERVICE ASSISTANT	8/25/2014	F	6	4	42,115.00	10,739.33	18	JA0	Term	F	Term
	25795	SOCIAL SERVICE ASSISTANT	8/22/1983	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	25966	SOCIAL SERVICE ASSISTANT	12/28/1992	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	26212	SOCIAL SERVICE ASSISTANT	10/9/1990	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	26303	SOCIAL SERVICE ASSISTANT	1/13/1992	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	27423	SOCIAL SERVICE ASSISTANT	10/5/1992	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	30544	SOCIAL SERVICE ASSISTANT	2/8/2016	F	6	5	43,444.00	11,078.22	18	JA0	Term	F	Term
	36182	SOCIAL SERVICE ASSISTANT	12/15/1989	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	5607	SOCIAL SERVICE ASSISTANT	5/7/2002	F	6	9	48,760.00	12,433.80	18	JA0	Continuing	F	Career
	13480	SOCIAL SERVICE ASSISTANT	7/18/1979	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	18075	SOCIAL SERVICE ASSISTANT	9/9/1991	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	8009	Social Service Assistant (Bili	2/8/2016	F	6	2	39,457.00	10,061.54	18	JAO	Term	F	Term
	85380	Social Service Assistant (Bili	12/28/2015	F	6	3	40,786.00	10,400.43	18	JAO	Term	F	Term
	21525	SOCIAL SERVICE ASST CUST SVC	10/7/2013	F	6	3	40,786.00	10,400.43	18	JAO	Term	F	Term
	25056	SOCIAL SERVICE PGM MGR	11/2/1992	F	15	0	142,841.43	36,424.56	18	JAO	Continuing	F	MSS
	1564	SOCIAL SERVICE PGM MGR	2/22/2016	F	15	0	144,200.00	36,771.00	18	JAO	Continuing	F	MSS
	10321	SOCIAL SERVICE PGM MGR	6/14/1971	F	15	0	144,200.00	36,771.00	18	JAO	Continuing	F	MSS
	13218	SOCIAL SERVICE PGM MGR	6/13/2016	F	14	0	99,658.68	25,412.96	18	JAO	Continuing	F	MSS
	30489	SOCIAL SERVICE PGM MGR	9/8/1998	F	14	0	132,370.66	33,754.52	18	JAO	Continuing	F	MSS
	9950	Social Service Rep. (Bilingual	6/15/2015	F	7	2	43,718.00	11,148.09	18	JAO	Continuing	F	Career
	21060	Social Service Rep. (Bilingual	2/22/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	78070	Social Service Rep. (Bilingual	2/8/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	78075	Social Service Rep. (Bilingual	2/22/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86319	Social Service Rep. (Bilingual	2/22/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	90802	Social Service Rep. (Bilingual	9/21/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	2468	Social Service Rep. (Bilingual	1/11/2016	F	7	5	48,122.00	12,271.11	18	JAO	Term	F	Term
	4393	Social Service Represent.	12/31/2012	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	5632	Social Service Represent.	8/25/2014	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	9077	Social Service Represent.	3/9/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	9170	Social Service Represent.	2/8/2016	F	7	5	48,122.00	12,271.11	18	JAO	Term	F	Term
	9756	Social Service Represent.	6/17/2013	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	11246	Social Service Represent.	9/22/2014	F	7	6	49,590.00	12,645.45	18	JAO	Term	F	Term
	12782	Social Service Represent.	12/17/2012	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	12906	Social Service Represent.	5/6/2013	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	15110	Social Service Represent.	4/21/2014	F	7	2	43,718.00	11,148.09	18	JAO	Continuing	F	Career
	15301	Social Service Represent.	5/20/2013	F	7	3	45,186.00	11,522.43	18	JAO	Term	F	Term
	16274	Social Service Represent.	12/17/2012	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	20469	Social Service Represent.	5/5/2014	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	21867	Social Service Represent.	11/18/2013	F	7	3	45,186.00	11,522.43	18	JAO	Continuing	F	Career
	23617	Social Service Represent.	9/22/2014	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	25079	Social Service Represent.	9/29/2014	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	26374	Social Service Represent.	4/6/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	30522	Social Service Represent.	5/20/2013	F	7	1	42,250.00	10,773.75	18	JAO	Term	F	Term
	30550	Social Service Represent.	4/21/2014	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	30721	Social Service Represent.	3/9/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	30734	Social Service Represent.	4/6/2015	F	7	2	43,718.00	11,148.09	18	JAO	Continuing	F	Career
	30741	Social Service Represent.	8/25/2014	F	7	3	45,186.00	11,522.43	18	JAO	Term	F	Term
	40843	Social Service Represent.	12/15/2014	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	40877	Social Service Represent.	11/17/2014	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	85161	Social Service Represent.	6/2/2014	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86014	Social Service Represent.	9/22/2014	F	7	1	42,250.00	10,773.75	18	JAO	Term	F	Term
	86056	Social Service Represent.	7/27/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86236	Social Service Represent.	7/27/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86237	Social Service Represent.	8/10/2015	F	7	1	42,250.00	10,773.75	18	JAO	Term	F	Term
	86238	Social Service Represent.	4/13/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86239	Social Service Represent.	7/27/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86240	Social Service Represent.	7/27/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86241	Social Service Represent.	8/10/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86242	Social Service Represent.	8/24/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term

## Attachment 2 - Schedule A

ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	86243	Social Service Represent.	8/24/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86320	Social Service Represent.	1/11/2016	F	7	3	45,186.00	11,522.43	18	JAO	Term	F	Term
	86321	Social Service Represent.	12/28/2015	F	7	3	45,186.00	11,522.43	18	JAO	Term	F	Term
	86322	Social Service Represent.	2/22/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86324	Social Service Represent.	1/25/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86325	Social Service Represent.	1/11/2016	F	7	3	45,186.00	11,522.43	18	JAO	Term	F	Term
	86327	Social Service Represent.	1/25/2016	F	7	3	45,186.00	11,522.43	18	JAO	Term	F	Term
	90800	Social Service Represent.	9/19/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	90805	Social Service Represent.	9/19/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	9684	Social Service Represent.	3/21/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86055	Social Service Represent.	7/27/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	1827	Social Service Represent.	9/19/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	71763	Social Service Represent.	11/17/2014	F	7	2	43,718.00	11,148.09	18	JAO	Continuing	F	Career
	71765	Social Service Represent.	7/28/2014	F	7	3	45,186.00	11,522.43	18	JAO	Continuing	F	Career
	86057	Social Service Represent.	7/27/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	9824	Social Service Representative	1/27/1992	F	11	3	65,443.00	16,687.97	18	JAO	Continuing	F	Career
	24718	Social Service Representative	1/12/2009	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	16503	Social Service Representative	9/24/1978	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	20760	Social Service Representative	6/30/2003	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	5324	Social Service Representative	2/16/1997	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	187	Social Service Representative	11/18/2002	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	575	Social Service Representative	11/18/2002	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	742	Social Service Representative	9/8/2014	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	983	Social Service Representative	5/29/2007	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	984	Social Service Representative	10/23/1989	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	1178	Social Service Representative	8/28/2000	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	1292	Social Service Representative	3/30/1979	F	11	0	75,356.00	19,215.78	18	JAO	Continuing	F	Career
	1764	Social Service Representative	12/2/2002	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	1807	Social Service Representative	9/24/1990	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	2899	Social Service Representative	6/12/2006	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	2988	Social Service Representative	7/12/2005	F	11	3	65,443.00	16,687.97	18	JAO	Continuing	F	Career
	3476	Social Service Representative	9/22/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	3507	Social Service Representative	7/2/2012	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	3680	Social Service Representative	12/30/2002	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	4154	Social Service Representative	8/11/2014	F	9	4	55,929.00	14,261.90	18	JAO	Continuing	F	Career
	4559	Social Service Representative	5/6/2013	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	4870	Social Service Representative	8/6/2007	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	6489	Social Service Representative	3/1/1993	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	6543	Social Service Representative	9/15/2008	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	6801	Social Service Representative	1/2/2001	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	6868	Social Service Representative	7/1/2002	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	7289	Social Service Representative	8/16/2010	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	7805	Social Service Representative	10/5/1992	F	9	5	57,559.00	14,677.55	18	JAO	Continuing	F	Career
	8503	Social Service Representative	8/28/2000	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	9754	Social Service Representative	9/25/2000	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	9851	Social Service Representative	5/30/2006	F	9	3	54,299.00	13,846.25	18	JAO	Continuing	F	Career
	10009	Social Service Representative	8/6/2007	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	10390	Social Service Representative	10/25/2010	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	10550	Social Service Representative	1/16/2001	F	11	6	71,371.00	18,199.61	18	JAO	Continuing	F	Career
	10645	Social Service Representative	9/12/1990	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	10986	Social Service Representative	1/9/2006	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	11030	Social Service Representative	9/1/2009	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	11073	Social Service Representative	1/4/1999	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	12578	Social Service Representative	3/7/2005	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	13010	Social Service Representative	4/3/2006	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	14240	Social Service Representative	1/27/2014	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	14614	Social Service Representative	3/11/2013	F	9	5	57,559.00	14,677.55	18	JAO	Continuing	F	Career
	14918	Social Service Representative	11/19/1990	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	14939	Social Service Representative	10/20/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	15082	Social Service Representative	6/27/2005	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	15445	Social Service Representative	10/25/2010	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	15498	Social Service Representative	9/22/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	15631	Social Service Representative	11/6/1979	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	15738	Social Service Representative	11/17/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	15834	Social Service Representative	12/21/1970	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	16433	Social Service Representative	8/28/2000	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	16469	Social Service Representative	12/17/1990	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	16560	Social Service Representative	2/13/2005	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	16585	Social Service Representative	1/31/2000	F	9	5	57,559.00	14,677.55	18	JAO	Continuing	F	Career
	16826	Social Service Representative	6/17/2013	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	17211	Social Service Representative	4/21/2003	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	17576	Social Service Representative	10/6/1992	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	17618	Social Service Representative	3/15/1999	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	18617	Social Service Representative	5/22/2011	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	18648	Social Service Representative	5/30/2006	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	18792	Social Service Representative	9/24/1990	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	18823	Social Service Representative	2/13/2005	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	19196	Social Service Representative	12/28/1992	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	19434	Social Service Representative	2/23/2015	F	11	3	65,443.00	16,687.97	18	JAO	Continuing	F	Career
	19957	Social Service Representative	10/31/2005	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	20379	Social Service Representative	5/1/2006	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	20438	Social Service Representative	9/17/1992	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	20817	Social Service Representative	3/20/1994	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	21592	Social Service Representative	10/7/2002	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	22015	Social Service Representative	11/1/2004	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	22429	Social Service Representative	8/22/2005	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	23135	Social Service Representative	9/11/1996	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	23334	Social Service Representative	8/2/2015	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	23563	Social Service Representative	9/23/2013	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	23568	Social Service Representative	5/15/2006	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	23746	Social Service Representative	10/17/1994	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	24908	Social Service Representative	8/21/2006	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	24914	Social Service Representative	3/21/1994	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	24973	Social Service Representative	9/22/2003	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	25309	Social Service Representative	11/17/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	25422	Social Service Representative	8/25/2014	F	9	3	54,299.00	13,846.25	18	JAO	Continuing	F	Career

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	25627	Social Service Representative	2/20/2007	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	25882	Social Service Representative	9/14/1984	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	26195	Social Service Representative	7/24/2006	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	26279	Social Service Representative	10/17/2005	F	9	3	54,299.00	13,846.25	18	JA0	Continuing	F	Career
	26642	Social Service Representative	11/12/1997	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	26724	Social Service Representative	5/19/2014	F	9	5	57,559.00	14,677.55	18	JA0	Continuing	F	Career
	26779	Social Service Representative	6/11/1993	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	27274	Social Service Representative	8/28/2000	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	27308	Social Service Representative	3/24/2013	F	9	2	52,669.00	13,430.60	18	JA0	Continuing	F	Career
	30514	Social Service Representative	9/26/1994	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	30520	Social Service Representative	2/20/2007	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	30521	Social Service Representative	3/7/2005	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	30548	Social Service Representative	10/25/2010	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	30554	Social Service Representative	5/19/2014	F	9	2	52,669.00	13,430.60	18	JA0	Term	F	Term
	30558	Social Service Representative	9/22/2014	F	9	4	55,929.00	14,261.90	18	JA0	Continuing	F	Career
	30564	Social Service Representative	6/1/2007	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	30571	Social Service Representative	4/18/2005	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	30574	Social Service Representative	8/8/2005	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	30719	Social Service Representative	8/8/2005	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	30722	Social Service Representative	4/18/2005	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	30723	Social Service Representative	9/4/2007	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	30730	Social Service Representative	3/21/2005	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	30731	Social Service Representative	3/7/2005	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	30736	Social Service Representative	6/25/1997	F	9	4	55,929.00	14,261.90	18	JA0	Continuing	F	Career
	30739	Social Service Representative	11/8/2000	F	9	4	55,929.00	14,261.90	18	JA0	Continuing	F	Career
	33603	Social Service Representative	11/1/2004	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	40289	Social Service Representative	8/7/2006	F	11	3	65,443.00	16,687.97	18	JA0	Continuing	F	Career
	40291	Social Service Representative	8/21/2006	F	11	3	65,443.00	16,687.97	18	JA0	Continuing	F	Career
	40292	Social Service Representative	7/30/1979	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	40872	Social Service Representative	8/6/2007	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	40873	Social Service Representative	8/22/1994	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	40875	Social Service Representative	7/10/1995	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	40876	Social Service Representative	9/22/2003	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	40878	Social Service Representative	7/6/1993	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	40879	Social Service Representative	6/30/2014	F	9	2	52,669.00	13,430.60	18	JA0	Continuing	F	Career
	41068	Social Service Representative	8/7/2006	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	41069	Social Service Representative	7/29/1988	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	41169	Social Service Representative	8/11/1987	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	41196	Social Service Representative	8/21/2006	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	41277	Social Service Representative	9/5/2006	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	41436	Social Service Representative	6/25/2007	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	42489	Social Service Representative	11/27/2006	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	78054	Social Service Representative	11/4/2013	F	9	2	52,669.00	13,430.60	18	JA0	Term	F	Term
	78055	Social Service Representative	12/16/2013	F	9	2	52,669.00	13,430.60	18	JA0	Term	F	Term
	78056	Social Service Representative	12/17/2012	F	9	2	52,669.00	13,430.60	18	JA0	Term	F	Term
	78057	Social Service Representative	6/3/2014	F	9	2	52,669.00	13,430.60	18	JA0	Term	F	Term
	78059	Social Service Representative	12/2/2013	F	9	4	55,929.00	14,261.90	18	JA0	Term	F	Term
	78060	Social Service Representative	6/1/2015	F	9	2	52,669.00	13,430.60	18	JA0	Term	F	Term

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	78062	Social Service Representative	9/22/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	78063	Social Service Representative	9/22/2014	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	78064	Social Service Representative	11/18/2013	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	78065	Social Service Representative	5/19/2014	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	85162	Social Service Representative	9/22/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	85164	Social Service Representative	10/20/2014	F	9	5	57,559.00	14,677.55	18	JAO	Term	F	Term
	85166	Social Service Representative	3/29/2010	F	9	5	57,559.00	14,677.55	18	JAO	Term	F	Term
	85167	Social Service Representative	9/22/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	85974	Social Service Representative	6/1/2015	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	86043	Social Service Representative	7/13/2015	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	90834	Social Service Representative	10/3/2016	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	90839	Social Service Representative	5/19/2014	F	9	5	57,559.00	14,677.55	18	JAO	Term	F	Term
	5014	Social Service Representative	3/23/2015	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	5715	Social Service Representative	7/6/1998	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	18587	Social Service Representative	7/12/1993	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	20859	Social Service Representative	11/8/1993	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	25639	Social Service Representative	6/12/2006	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	25957	Social Service Representative	8/30/1999	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	27178	Social Service Representative	6/7/1993	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	30562	Social Service Representative	1/28/2015	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	30570	Social Service Representative	8/1/1994	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	90835	Social Service Representative	9/19/2016	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	12016	Social Service Representative	11/3/2014	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	16366	Social Service Representative	4/29/1997	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	26484	Social Service Representative	9/5/2006	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	3164	Social Service Representative	9/22/2014	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	13332	Social Service Representative	5/19/2014	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	19440	Social Service Representative	7/30/2001	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	37154	Social Service Representative	11/4/2013	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	76704	Social Service Representative	9/8/2014	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	76705	Social Service Representative	11/4/2013	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	78119	Social Service Representative	11/4/2013	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	78121	Social Service Representative	11/18/2013	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	78122	Social Service Representative	12/1/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	71762	Social Service Representative	9/22/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	71764	Social Service Representative	10/25/2010	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	71768	Social Service Representative	12/6/2010	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	71769	Social Service Representative	12/20/2010	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	86044	Social Service Representative	7/13/2015	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	74862	Social Service Representative	11/6/1989	F	9	5	57,559.00	14,677.55	18	JAO	Continuing	F	Career
	74863	Social Service Representative	8/6/2007	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	74864	Social Service Representative	3/12/2012	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	74865	Social Service Representative	4/4/2005	F	9	3	54,299.00	13,846.25	18	JAO	Term	F	Term
	74867	Social Service Representative	2/27/2012	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	74873	Social Service Representative	3/8/2003	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	74875	Social Service Representative	6/4/2012	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	74876	Social Service Representative	6/12/2006	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	74877	Social Service Representative	3/12/2012	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career



## Attachment 2 - Schedule A

ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	86012	Social Service Representative	7/27/2015	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	86042	Social Service Representative	7/13/2015	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	18374	Social Services Assistant	9/29/2014	F	6	4	42,115.00	10,739.33	18	JAO	Term	F	Term
	21132	Social Services Assistant	11/18/2002	F	6	8	47,431.00	12,094.91	18	JAO	Continuing	F	Career
	85165	Social Services Assistant	9/22/2014	F	6	10	50,089.00	12,772.70	18	JAO	Term	F	Term
	8672	Social Services Assistant (Cus	11/2/1992	F	7	9	53,994.00	13,768.47	18	JAO	Continuing	F	Career
	8861	Social Services Assistant (Cus	12/4/1989	F	7	9	53,994.00	13,768.47	18	JAO	Continuing	F	Career
	14225	Social Services Assistant (Cus	12/2/2013	F	7	5	48,122.00	12,271.11	18	JAO	Term	F	Term
	17743	Social Services Assistant (Cus	10/9/1990	F	7	10	55,462.00	14,142.81	18	JAO	Continuing	F	Career
	24341	Social Services Assistant (Cus	6/30/2003	F	7	9	53,994.00	13,768.47	18	JAO	Continuing	F	Career
	24802	Social Services Assistant (Cus	5/21/1990	F	7	10	55,462.00	14,142.81	18	JAO	Continuing	F	Career
	30551	Social Services Assistant (Cus	1/24/2005	F	7	9	53,994.00	13,768.47	18	JAO	Continuing	F	Career
	3624	Social Services Assistant (Cus	9/23/2013	F	7	9	53,994.00	13,768.47	18	JAO	Continuing	F	Career
	3698	Social Services Assistant (Gen	3/21/2005	F	6	8	47,431.00	12,094.91	18	JAO	Continuing	F	Career
	17802	Social Services Assistant (Gen	4/9/2001	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	4001	Social Services Assistant (Gen	7/14/2014	F		0	42,115.00	10,739.33	18	JAO	Term	F	Term
	4425	Social Services Assistant (Gen	12/21/1998	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	6509	Social Services Assistant (Gen	2/13/2005	F	5	9	43,997.00	11,219.24	18	JAO	Continuing	F	Career
	16140	Social Services Assistant (Gen	4/21/2014	F	5	4	38,007.00	9,691.79	18	JAO	Continuing	F	Career
	17404	Social Services Assistant (Gen	9/24/1990	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	21696	Social Services Assistant (Gen	3/12/1990	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	22643	Social Services Assistant (Gen	9/25/2000	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	22921	Social Services Assistant (Gen	2/13/2005	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	26980	Social Services Assistant (Gen	4/1/1985	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	27007	Social Services Assistant (Gen	9/14/1998	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	27109	Social Services Assistant (Gen	8/14/2000	F	5	9	43,997.00	11,219.24	18	JAO	Continuing	F	Career
	30524	Social Services Assistant (Gen	7/10/2006	F	5	8	42,799.00	10,913.75	18	JAO	Continuing	F	Career
	30539	Social Services Assistant (Gen	2/13/2005	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	30556	Social Services Assistant (Gen	6/27/2005	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	21348	Social Services Assistant (Gen	4/20/1992	F	5	10	45,195.00	11,524.73	18	JAO	Continuing	F	Career
	5564	Social Services Assistant (Gen	6/11/2007	F	6	10	50,089.00	12,772.70	18	JAO	Continuing	F	Career
	21022	Social Services Rep (Bilingual	1/9/2006	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	78071	Social Services Rep (Bilingual	6/15/2015	F	9	2	52,669.00	13,430.60	18	JAO	Continuing	F	Career
	30527	Social Services Rep. (Biling.)	7/11/2005	F	11	4	67,419.00	17,191.85	18	JAO	Continuing	F	Career
	37460	Social Services Rep. (Biling.)	9/6/2005	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	9123	Social Services Representative	10/24/1988	F	12	1	76,082.00	19,400.91	18	JAO	Continuing	F	Career
	77199	Social Services Representative	4/9/1990	F	12	1	76,082.00	19,400.91	18	JAO	Continuing	F	Career
	15652	Social Services Assistant (Gen	12/14/2015	F	5	5	39,205.00	9,997.28	18	JAO	Term	F	Term
	16262	Social Services Assistant (Gen	11/3/2014	F	5	4	38,007.00	9,691.79	18	JAO	Term	F	Term
	22366	Social Services Assistant (Gen	9/22/2014	F	5	3	36,809.00	9,386.30	18	JAO	Term	F	Term
	24106	Social Services Assistant (Gen	10/7/2013	F	5	5	39,205.00	9,997.28	18	JAO	Term	F	Term
	25211	Social Services Assistant (Gen	1/25/2016	F	5	2	35,611.00	9,080.81	18	JAO	Term	F	Term
	85381	Social Services Assistant (Gen	10/12/2009	F	6	5	43,444.00	11,078.22	18	JAO	Term	F	Term
	85382	Social Services Assistant (Gen	8/10/2015	F	6	2	39,457.00	10,061.54	18	JAO	Term	F	Term
	85383	Social Services Assistant (Gen	12/28/2015	F	6	5	43,444.00	11,078.22	18	JAO	Term	F	Term
	85384	Social Services Assistant (Gen	12/28/2015	F	6	5	43,444.00	11,078.22	18	JAO	Term	F	Term
	86015	Social Services Assistant (Gen	6/1/2015	F	5	3	36,809.00	9,386.30	18	JAO	Term	F	Term
	24677	Social Services Assistant (Gen	5/19/2014	F	5	4	38,007.00	9,691.79	18	JAO	Term	F	Term

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	78123	Social Services Assistant (Gen	11/4/2013	F	6	5	43,444.00	11,078.22	18	JAO	Term	F	Term
	20272	Social Services Rep (Bilingual	6/2/2014	F	9	2	47,402.10	12,087.54	18	JAO	Term	F	Term
	74866	Social Services Rep (Bilingual	4/21/2014	F	9	4	55,929.00	14,261.90	18	JAO	Term	F	Term
	77184	Social Services Rep (Bilingual	5/5/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	78067	Social Services Rep (Bilingual	9/8/2014	F	9	5	57,559.00	14,677.55	18	JAO	Term	F	Term
	78073	Social Services Rep (Bilingual	10/21/2013	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	78076	Social Services Rep (Bilingual	9/22/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	85155	Social Services Rep (Bilingual	9/29/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	85169	Social Services Rep (Bilingual	11/3/2014	F	9	5	57,559.00	14,677.55	18	JAO	Term	F	Term
	85170	Social Services Rep (Bilingual	9/22/2014	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	90798	Social Services Rep (Bilingual	9/19/2016	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	90799	Social Services Rep (Bilingual	9/19/2016	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	90806	Social Services Rep (Bilingual	9/19/2016	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	90836	Social Services Rep (Bilingual	6/2/2014	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	Term
	90837	Social Services Rep (Bilingual	10/3/2016	F	9	5	57,559.00	14,677.55	18	JAO	Term	F	Term
	78068	Social Services Rep (Bilingual	11/18/2013	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	90803	Social Services Rep (Bilingual	10/17/2016	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	Term
	19802	Social Services Rep. (Biling.)	10/21/2013	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	3813	SOCIAL SRVS PGM MGR INFO SYS	3/21/1993	F	14	0	109,623.98	27,954.11	18	JAO	Continuing	F	MSS
	30742	Social Svcs. Program Manager	4/25/1994	F	13	0	86,888.00	22,156.44	18	JAO	Continuing	F	MSS
	1484	Social Svcs. Program Manager	10/26/1998	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	1771	Social Svcs. Program Manager	5/31/1993	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	3457	Social Svcs. Program Manager	2/25/2001	F	14	0	99,659.00	25,413.05	18	JAO	Continuing	F	MSS
	5468	Social Svcs. Program Manager	4/9/2001	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	9977	Social Svcs. Program Manager	10/13/1987	F	13	0	87,646.00	22,349.73	18	JAO	Continuing	F	MSS
	10824	Social Svcs. Program Manager	3/15/1993	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	11169	Social Svcs. Program Manager	9/30/1985	F	14	0	99,659.00	25,413.05	18	JAO	Continuing	F	MSS
	15938	Social Svcs. Program Manager	8/31/1985	F	14	0	109,143.00	27,831.47	18	JAO	Continuing	F	MSS
	18030	Social Svcs. Program Manager	9/13/1984	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	20558	Social Svcs. Program Manager	8/24/1992	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	20718	Social Svcs. Program Manager	2/24/1995	F	14	0	106,051.00	27,043.01	18	JAO	Continuing	F	MSS
	21038	Social Svcs. Program Manager	8/3/1990	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	27532	Social Svcs. Program Manager	10/13/1998	F	14	0	106,050.00	27,042.75	18	JAO	Continuing	F	MSS
	30506	Social Svcs. Program Manager	8/1/1994	F	13	0	86,820.00	22,139.10	18	JAO	Continuing	F	MSS
	30538	Social Svcs. Program Manager	4/7/2003	F	13	0	86,839.00	22,143.95	18	JAO	Continuing	F	MSS
	30561	Social Svcs. Program Manager	4/25/1977	F	14	0	99,659.00	25,413.05	18	JAO	Continuing	F	MSS
	86032	Social Svcs. Program Manager	1/27/1992	F	13	0	91,819.35	23,413.93	18	JAO	Continuing	F	MSS
	30547	Social Svcs. Program Manager	6/1/1992	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	15939	Social Svcs. Program Manager	9/22/2014	F	14	0	139,521.08	35,577.88	18	JAO	Continuing	F	MSS
	2780	Social Svcs. Program Manager	6/7/1999	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	74871	Social Svcs. Program Manager	9/7/1982	F	14	0	139,522.00	35,578.11	18	JAO	Continuing	F	MSS
	16685	Special Assistant	3/19/1991	F	14	0	123,404.94	31,468.26	18	JAO	Continuing	F	Career
	21788	Special Assistant	8/25/2003	F	14	9	120,335.00	30,685.43	18	JAO	Term	F	Term
	2043	STAFF ASSISTANT	12/15/2003	F	11	8	69,641.00	17,758.46	18	JAO	Continuing	F	Career
	30579	STAFF ASSISTANT	12/10/1984	F	11	6	65,987.00	16,826.69	18	JAO	Continuing	F	Career
	1821	Strategic Planning Officer	12/11/2017	F	7	0	102,169.97	26,053.34	18	JAO	Continuing	F	ES
	7539	Supervisory IT Specialist	1/8/2018	F	15	0	154,869.00	39,491.60	18	JAO	Continuing	F	MSS
	21342	Supervisory Program Analyst	4/2/2007	F	12	0	91,484.72	23,328.60	18	JAO	Continuing	F	MSS

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	6879	SUPV INFO TECH SPEC	9/10/1978	F	15	0	133,574.74	34,061.56	18	JAO	Continuing	F	MSS
	6520	SUPV SOCIAL SRVS REP	7/14/1997	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	7883	SUPV SOCIAL SRVS REP	10/17/2005	F	13	0	86,660.00	22,098.30	18	JAO	Continuing	F	MSS
	9888	SUPV SOCIAL SRVS REP	2/27/2012	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	19697	SUPV SOCIAL SRVS REP	11/3/2014	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	21107	SUPV SOCIAL SRVS REP	6/11/2007	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	25442	SUPV SOCIAL SRVS REP	11/19/1989	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	30491	SUPVY HEARING & APPEALS EXAM	11/23/1977	F	13	0	98,994.33	25,243.55	18	JAO	Continuing	F	MSS
	1228	Supvy Social Services Represen	6/4/2001	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	4189	Supvy Social Services Represen	7/2/1972	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	7909	Supvy Social Services Represen	5/6/2002	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	9945	Supvy Social Services Represen	9/3/1985	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	10355	Supvy Social Services Represen	4/17/2007	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	11003	Supvy Social Services Represen	9/22/2003	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	12158	Supvy Social Services Represen	1/25/1994	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	16500	Supvy Social Services Represen	2/4/2001	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	16597	Supvy Social Services Represen	9/25/2000	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	20834	Supvy Social Services Represen	2/26/1990	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	21037	Supvy Social Services Represen	8/7/2006	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	22065	Supvy Social Services Represen	5/4/1992	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	24476	Supvy Social Services Represen	8/21/2006	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	26056	Supvy Social Services Represen	10/23/1989	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	26490	Supvy Social Services Represen	10/17/2005	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	27548	Supvy Social Services Represen	1/21/2009	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	30511	Supvy Social Services Represen	7/6/1995	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	30512	Supvy Social Services Represen	6/1/1999	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	30555	Supvy Social Services Represen	6/26/2006	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	30557	Supvy Social Services Represen	10/16/2006	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	30566	Supvy Social Services Represen	11/27/2006	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	30567	Supvy Social Services Represen	9/14/1998	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	30732	Supvy Social Services Represen	8/8/2005	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	34550	Supvy Social Services Represen	8/8/2005	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	40514	Supvy Social Services Represen	1/9/2002	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	40868	Supvy Social Services Represen	11/4/2002	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	41217	Supvy Social Services Represen	6/18/2001	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	43103	Supvy Social Services Represen	7/28/2003	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	43496	Supvy Social Services Represen	11/24/2008	F	12	0	77,079.00	19,655.15	18	JAO	Continuing	F	MSS
	85989	Supvy Social Services Represen	1/7/2008	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	86041	Supvy Social Services Represen	6/2/2003	F	12	0	75,897.00	19,353.74	18	JAO	Continuing	F	MSS
	86058	Supvy Social Services Represen	11/2/2015	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	86244	Supvy Social Services Represen	5/6/2013	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	19829	Supvy Social Services Represen	1/3/1989	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	21316	Supvy Social Services Represen	6/12/2007	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	26128	Supvy Social Services Represen	1/5/1987	F	12	0	77,609.00	19,790.30	18	JAO	Continuing	F	MSS
	40867	Supvy Social Services Represen	12/23/1974	F	12	0	75,356.00	19,215.78	18	JAO	Continuing	F	MSS
	26725	TRAINING SPECIALIST	8/6/2006	F	12	1	76,082.00	19,400.91	18	JAO	Continuing	F	Career
	3233	TRAINING SPECIALIST	12/26/2006	F	12	1	76,082.00	19,400.91	18	JAO	Continuing	F	Career
	16159	TRAINING SPECIALIST	8/21/2006	F	12	4	83,168.00	21,207.84	18	JAO	Continuing	F	Career

## Attachment 2 - Schedule A

ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	30533	TRAINING SPECIALIST	6/12/2006	F	12	8	92,616.00	23,617.08	18	JAO	Continuing	F	Career
	85163	Clerical Assistant		V	6	0	38,128.00	9,722.64	18	JAO	Continuing	F	
	22419	Management Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	30543	MGMT LIAISON SPEC		V	12	0	70,345.00	17,937.98	18	JAO	Continuing	F	
	25844	MGMT SYSTEMS SPEC		V	9	1	51,039.00	13,014.95	18	JAO	Continuing	F	
	196	Policy Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	11632	Policy Analyst		V	13	0	81,050.00	20,667.75	18	JAO	Continuing	F	
	20274	Policy Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	623	Policy Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	1364	Policy Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	9294	Policy Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	85168	Policy Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	86326	Policy Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	90840	Policy Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	17665	PROGRAM ANALYST		V	12	1	76,082.00	19,400.91	18	JAO	Continuing	F	
	3953	Program Analyst		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	9511	Program Analyst		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	30496	Program Analyst		V	12	1	76,082.00	19,400.91	18	JAO	Continuing	F	
	30568	Social Service Assistant (Bili		V	6	1	38,128.00	9,722.64	18	JAO	Continuing	F	
	39974	Social Service Rep. (Bilingual		V	7	0	42,250.00	10,773.75	18	JAO	Continuing	F	
	20744	Social Service Represent.		V	7	0	42,250.00	10,773.75	18	JAO	Continuing	F	
	24657	Social Service Represent.		V	7	0	42,250.00	10,773.75	18	JAO	Continuing	F	
	90804	Social Service Represent.		V	7	0	42,250.00	10,773.75	18	JAO	Continuing	F	
	21205	Social Service Represent.		V	7	0	42,250.00	10,773.75	18	JAO	Continuing	F	
	78120	Social Service Represent.		V	7	0	42,250.00	10,773.75	18	JAO	Continuing	F	
	9938	Social Service Representative		V	9	0	51,039.00	13,014.95	18	JAO	Continuing	F	
	3441	Social Service Representative		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	13013	Social Service Representative		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	15894	Social Service Representative		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	85160	Social Service Representative		V	5	0	34,413.00	8,775.32	18	JAO	Continuing	F	
	90833	Social Service Representative		V	9	0	51,039.00	13,014.95	18	JAO	Continuing	F	
	11867	Social Service Representative		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	76706	Social Service Representative		V	9	0	51,039.00	13,014.95	18	JAO	Continuing	F	
	78124	Social Services Assistant (Gen		V	6	0	38,128.00	9,722.64	18	JAO	Continuing	F	
	90838	Social Services Rep (Bilingual		V	9	0	51,039.00	13,014.95	18	JAO	Continuing	F	
	93440	Social Services Rep. (Biling.)		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	93441	Social Services Rep. (Biling.)		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	30493	Social Svcs. Program Manager		V	14	0	119,591.00	30,495.71	18	JAO	Continuing	F	
	30577	Strategic Planning Officer		V	13	0	103,992.00	26,517.96	18	JAO	Continuing	F	
	78069	Strategic Planning Officer		V	13	0	103,992.00	26,517.96	18	JAO	Continuing	F	
	13435	SUPV SOCIAL SRVS REP		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	
	3361	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	
	18176	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	
	19839	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	
	27393	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	
	40869	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	
	41216	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	
	77764	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JAO	Continuing	F	

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
2040 - ELIGIBILITY DETERMINATION	93439	Supvy Social Services Represen		V	12	0	90,428.00	23,059.14	18	JA0	Continuing	F	
	16623	SUPVY TRAINING SPEC		V	13	0	103,992.00	26,517.96	18	JA0	Continuing	F	
	78061	TRAINING SPECIALIST		V	12	0	76,082.00	19,400.91	18	JA0	Continuing	F	
	624	Program Analyst	6/18/2001	F	12	8	92,616.00	23,617.08	18	JA0	Continuing	F	Career
	643	Supervisory Program Analyst		V	12	0	90,428.00	23,059.14	18	JA0	Continuing	F	
	685	Supervisory Program Analyst	1/22/1993	F	13	0	98,246.77	25,052.93	18	JA0	Continuing	F	MSS
	2676	Investigator	8/22/2005	F	12	1	76,082.00	19,400.91	18	JA0	Continuing	F	Career
	3890	INVESTIGATOR	6/29/1993	F	12	8	92,616.00	23,617.08	18	JA0	Continuing	F	Career
	4228	Program Analyst	6/30/2007	F	12	3	80,806.00	20,605.53	18	JA0	Continuing	F	Career
	5072	QA & ANALYSIS OFFICER	12/7/1998	F	14	0	109,625.00	27,954.38	18	JA0	Continuing	F	MSS
	6787	SOCIAL SERVICE ASSISTANT	9/22/2014	F	6	6	44,773.00	11,417.12	18	JA0	Term	F	TERM
	7638	Program Analyst		V	12	0	76,082.00	19,400.91	18	JA0	Continuing	F	
	8766	Program Analyst	10/5/1982	F	12	9	94,978.00	24,219.39	18	JA0	Continuing	F	Career
	9604	Program Analyst	8/8/2005	F	12	1	76,082.00	19,400.91	18	JA0	Continuing	F	Career
	11348	Program Analyst	6/14/1982	F	12	8	92,616.00	23,617.08	18	JA0	Continuing	F	Career
	14200	Investigator	12/9/1997	F	12	8	92,616.00	23,617.08	18	JA0	Continuing	F	Career
	15912	Program Analyst	2/13/2005	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
	17503	SUPVY INVEST	7/8/1985	F	12	0	92,218.73	23,515.78	18	JA0	Continuing	F	MSS
	19185	Supervisory Investigator	4/8/1988	F	13	0	101,513.25	25,885.88	18	JA0	Continuing	F	MSS
	20673	Investigator	12/22/2008	F	12	3	80,806.00	20,605.53	18	JA0	Continuing	F	Career
	21273	SUPVY INVEST	8/28/2000	F	12	0	96,680.12	24,653.43	18	JA0	Continuing	F	MSS
	22265	Program Analyst	12/28/1982	F	12	9	94,978.00	24,219.39	18	JA0	Continuing	F	Career
	22363	Investigator	10/3/2005	F	12	5	85,530.00	21,810.15	18	JA0	Continuing	F	Career
	23098	Program Analyst	11/14/2005	F	12	3	80,806.00	20,605.53	18	JA0	Continuing	F	Career
	26717	SUPVY PGM ANALYST	12/7/1987	F	12	0	77,664.06	19,804.34	18	JA0	Continuing	F	MSS
	26768	SOCIAL SERVICE ASSISTANT	8/25/2014	F	6	10	50,089.00	12,772.70	18	JA0	Continuing	F	Career
	30500	INVESTIGATOR	11/4/2002	F	12	8	92,616.00	23,617.08	18	JA0	Continuing	F	Career
	30503	INVESTIGATOR	7/12/1986	F	12	7	90,254.00	23,014.77	18	JA0	Continuing	F	Career
	30581	Program Analyst	12/31/2001	F	12	1	76,082.00	19,400.91	18	JA0	Continuing	F	Career
	37858	Program Analyst	4/14/1993	F	12	8	92,616.00	23,617.08	18	JA0	Continuing	F	Career
	86348	Program Analyst	8/24/2015	F	12	0	97,337.00	24,820.94	18	JA0	Temp	P	TEMP
	86349	Program Analyst	8/24/2015	F	12	9	94,978.00	24,219.39	18	JA0	Temp	P	TEMP
	86350	Program Analyst	8/24/2015	F	12	3	80,806.00	20,605.53	18	JA0	Temp	P	TEMP
	3966	Supervisory Program Monitor	10/24/2004	F	14	0	105,637.83	26,937.65	18	JA0	Continuing	F	MSS
	3999	Program Analyst		V	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	
	10207	Supervisory Program Analyst		V	12	0	90,428.00	23,059.14	18	JA0	Continuing	F	
	10427	SUPVY PGM ANALYST	4/18/2006	F	12	0	82,891.60	21,137.36	18	JA0	Continuing	F	MSS
	13800	Prgm & Policy Anal (Strat Plan	4/7/2014	F	12	7	90,254.00	23,014.77	18	JA0	Continuing	F	Career
	15510	Program Analyst	11/27/2006	F	11	6	71,371.00	18,199.61	18	JA0	Continuing	F	Career
	16379	Program Analyst	12/24/1991	F	11	6	71,371.00	18,199.61	18	JA0	Continuing	F	Career
	17463	PROGRAM ANALYST	10/26/1987	F	11	10	79,275.00	20,215.13	18	JA0	Continuing	F	Career
	17669	Program Support Assistant (OPM	4/30/2007	F	7	6	49,590.00	12,645.45	18	JA0	Continuing	F	Career
	18193	SUPV SOCIAL SRVS REP	11/27/2006	F	12	0	75,356.00	19,215.78	18	JA0	Continuing	F	MSS
	19107	Program Analyst		V	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	
	25585	Program Analyst	9/3/1998	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	30501	Program Analyst	2/10/2003	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	77200	Program Analyst	6/1/2012	F	11	8	75,323.00	19,207.37	18	JA0	Continuing	F	Career
	86069	Program Analyst	11/2/2015	F	11	3	65,443.00	16,687.97	18	JA0	Term	F	Career

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
2055 - MONITORING & QUALITY ASSURANCE	86070	Program Analyst	11/2/2015	F	11	3	65,443.00	16,687.97	18	JA0	Term	F	Career
	86071	Program Analyst	11/2/2015	F	11	3	65,443.00	16,687.97	18	JA0	Term	F	Career
(5000) FAMILY ADMINISTRATION													
5010 - ADULT PROTECTIVE SERVICES	86	Social Worker	1/8/2018	F	11	2	69,394.00	17,695.47	18	JA0	Term	F	TERM
	2070	Social Worker		F	12	9	94,978.00	24,219.39	18	JA0	Continuing	F	Career
	2463	SOCIAL WORKER	10/1/2007	F	11	10	85,194.00	21,724.47	18	JA0	Continuing	F	Career
	3354	Social Services Assistant	12/29/2014	F	8	4	50,833.00	12,962.42	18	JA0	Term	F	TERM
	5229	SOCIAL WORKER	12/12/2016	F	12	2	78,444.00	20,003.22	18	JA0	Continuing	F	Career
	5525	SUPERVISORY SOCIAL WORKER	12/19/2011	F	13	0	96,294.38	24,555.07	18	JA0	Continuing	F	MSS
	6968	HEARING EXAMINER		V	12	1	70,345.00	17,937.98	18	JA0	Continuing	F	
	8134	Social Worker	9/26/2003	F	11	9	83,219.00	21,220.85	18	JA0	Continuing	F	Career
	8389	SUPERVISORY SOCIAL WORKER	6/20/2011	F	13	0	94,083.29	23,991.24	18	JA0	Continuing	F	MSS
	9971	DEP ADM, FAMILY SERVICES ADM	1/4/2009	F	15	0	107,373.00	27,380.12	18	JA0	Continuing	F	MSS
	10585	SOCIAL WORKER	3/1/1999	F	11	10	85,194.00	21,724.47	18	JA0	Continuing	F	Career
	11213	Social Worker	1/22/2018	F	11	4	73,344.00	18,702.72	18	JA0	Term	F	TERM
	12876	Program Analyst	11/27/2017	F	12	1	76,082.00	19,400.91	18	JA0	Term	F	TERM
	13391	Adult Protect. Svcs Prog. Mgr.	1/5/2010	F	14	0	121,329.88	30,939.12	18	JA0	Continuing	F	MSS
	13840	Supvy. Soc. Wkr. (Unit Supvr)	1/21/1986	F	13	0	107,069.65	27,302.76	18	JA0	Continuing	F	MSS
	16024	Social Worker	3/2/2008	F	12	7	90,254.00	23,014.77	18	JA0	Continuing	F	Career
	16112	Social Worker	11/13/2007	F	12	9	94,978.00	24,219.39	18	JA0	Continuing	F	Career
	19861	ADMIN SUPPORT SPEC	4/28/1969	F	11	8	75,323.00	19,207.37	18	JA0	Continuing	F	Career
	21760	Social Worker	8/22/2016	F	12	2	78,444.00	20,003.22	18	JA0	Continuing	F	Career
	24156	MGMT LIAISON SPEC		V	12	1	70,345.00	17,937.98	18	JA0	Continuing	F	
	24694	Family Services Administrator	8/22/2016	F	16	0	171,849.32	43,821.58	18	JA0	Continuing	F	MSS
	27257	Social Worker	5/20/2013	F	12	7	90,254.00	23,014.77	18	JA0	Continuing	F	Career
	34949	Social Worker		V	12	0	76,082.00	19,400.91	18	JA0	Continuing	F	
	44556	Policy Analyst	10/20/2014	F	14	6	111,131.00	28,338.41	18	JA0	Continuing	F	Career
5090 - COMMUNITY SERVICES BLOCK	3351	Program Analyst	7/27/2015	F	12	5	85,530.00	21,810.15	18	JA0	Term	F	TERM
	5773	Program Officer (Community Ser	3/14/1992	F	14	0	104,640.80	26,683.40	18	JA0	Continuing	F	MSS
	17697	CLERICAL ASSISTANT(OA)		V	6	1	29,449.00	7,509.50	18	JA0	Continuing	F	
	30707	Secretary (Office Automation)	1/22/2005	F	7	10	55,462.00	14,142.81	18	JA0	Continuing	F	Career
	30768	Program Analyst		V	12	0	70,345.00	17,937.98	18	JA0	Continuing	F	
	30772	Grants Management Specialist	7/10/1993	F	11	6	65,987.00	16,826.69	18	JA0	Continuing	F	Career
	34939	SUPV SOCIAL WORKER		V	13	1	81,050.00	20,667.75	18	JA0	Continuing	F	
5040 - REFUGEE RESETTLEMENT	60	SOCIAL WORKER	12/4/1989	F	11	10	85,194.00	21,724.47	18	JA0	Continuing	F	Career
	9971	DEP ADM, FAMILY SERVICES ADM	1/4/2009	F	15	0	35,791.00	9,126.71	18	JA0	Continuing	F	MSS
	71911	Program Analyst	6/6/2011	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
	712	CASE MGR		V	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	
	739	Case Manager		V	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	
	1490	SOCIAL WORKER	5/20/2013	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
	2303	SOCIAL WORKER	8/3/1992	F	12	10	97,340.00	24,821.70	18	JA0	Continuing	F	Career
	10357	Case Manager	8/13/2012	F	11	6	71,371.00	18,199.61	18	JA0	Term	F	TERM
	13150	CASE MGR	9/8/2003	F	11	9	77,299.00	19,711.25	18	JA0	Continuing	F	Career
	17893	Staff Assistant		V	9	0	51,039.00	13,014.95	18	JA0	Continuing	F	
	20236	Strong Families Progrm Manager	2/21/1988	F	14	0	111,059.59	28,320.20	18	JA0	Continuing	F	MSS
	23298	CASE MGR	9/8/2003	F	11	8	75,323.00	19,207.37	18	JA0	Continuing	F	Career
	24684	Social Worker	5/2/2005	F	11	6	77,294.00	19,709.97	18	JA0	Continuing	F	Career

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
5060- STRONG FAMILIES	24904	SOCIAL WORKER	5/15/1987	F	11	10	85,194.00	21,724.47	18	JA0	Continuing	F	Career
	24942	Case Manager	8/30/2010	F	11	6	71,371.00	18,199.61	18	JA0	Continuing	F	Career
	25121	SUPV SOCIAL WORKER	10/22/1979	F	13	0	104,340.29	26,606.77	18	JA0	Continuing	F	MSS
	25950	Social Worker	6/4/1990	F	11	10	85,194.00	21,724.47	18	JA0	Continuing	F	Career
	27540	Social Worker	2/6/2005	F	12	10	97,340.00	24,821.70	18	JA0	Continuing	F	Career
	30750	Program Support Specialist	7/30/1996	F	11	8	75,323.00	19,207.37	18	JA0	Continuing	F	Career
	34490	PROGRAM SUPPORT ASSISTANT OA	1/22/2007	F	6	8	47,431.00	12,094.91	18	JA0	Continuing	F	Career
	34941	SUPERVISORY SOCIAL WORKER	10/1/1986	F	13	0	107,069.65	27,302.76	18	JA0	Continuing	F	MSS
	35401	SOCIAL WORKER	V		11	1	67,419.00	17,191.85	18	JA0	Continuing	F	
	75492	Social Worker	4/3/2017	F	11	9	83,219.00	21,220.85	18	JA0	Continuing	F	Career
5060- STRONG FAMILIES	88414	Social Worker	7/27/2015	F	9	4	64,092.00	16,343.46	18	JA0	Continuing	F	Career
	13023	Program Support Assistant	4/3/2017	F	8	1	46,399.00	11,831.75	18	JA0	Term	F	TERM
	70991	Deputy Administrator, Youth Se	5/24/2010	F	15	0	143,842.22	36,679.77	18	JA0	Continuing	F	MSS
	71890	Case Manager	6/29/2015	F	11	10	79,275.00	20,215.13	18	JA0	Term	F	TERM
	82720	Case Manager	8/24/2015	F	11	7	73,347.00	18,703.49	18	JA0	Continuing	F	Career
	82742	SUPERVISORY SOCIAL WORKER	10/3/2016	F	13	0	89,000.00	22,695.00	18	JA0	Continuing	F	MSS
	85701	Case Manager	10/21/2013	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	TERM
	87493	SUPERVISORY SOCIAL WORKER	10/5/2015	F	13	0	92,700.00	23,638.50	18	JA0	Continuing	F	MSS
	87494	Case Manager	8/7/2017	F	9	1	51,039.00	13,014.95	18	JA0	Term	F	TERM
	87495	Case Manager	V		11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	87496	Case Manager	10/5/2015	F	11	5	69,395.00	17,695.73	18	JA0	Term	F	TERM
	87497	Social Worker	10/5/2015	F	12	2	78,444.00	20,003.22	18	JA0	Term	F	TERM
	88395	Social Worker	4/21/2014	F	11	3	71,369.00	18,199.10	18	JA0	Term	F	TERM
	88962	Case Manager	8/22/2016	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	88963	Case Manager	8/22/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88972	Case Manager	8/22/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88975	Case Manager	3/6/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	TERM
	88978	Case Manager	4/18/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	TERM
	88979	Case Manager	5/1/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	TERM
	88980	Case Manager	9/6/2016	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	TERM
	93419	Social Worker	V		11	0	67,419.00	17,191.85	18	JA0	Continuing	F	
	93420	Case Manager	2/25/2013	F	9	4	55,929.00	14,261.90	18	JA0	Term	F	TERM
	93421	Social Worker	1/8/2018	F	11	2	69,394.00	17,695.47	18	JA0	Term	F	TERM
	93422	Social Worker	V		11	0	67,419.00	17,191.85	18	JA0	Continuing	F	
	93423	Case Manager	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	93425	Program Analyst	V		12	0	76,082.00	19,400.91	18	JA0	Continuing	F	
	93426	Social Worker	V		12	0	76,082.00	19,400.91	18	JA0	Continuing	F	
	93427	Social Worker	1/22/2018	F	11	7	79,269.00	20,213.60	18	JA0	Term	F	TERM
	93428	Supervisory Case Manager	V		12	0	90,428.00	23,059.14	18	JA0	Continuing	F	
	93452	Special Assistant	V		14	0	95,791.00	24,426.71	18	JA0	Continuing	F	
	93970	Contract Administrator	10/30/2017	F	12	9	94,978.00	24,219.39	18	JA0	Continuing	F	Career
	93971	Social Services Assistant (Cus	11/27/2017	F	7	1	42,250.00	10,773.75	18	JA0	Term	F	TERM
	93972	Program Analyst	V		12	0	76,082.00	19,400.91	18	JA0	Continuing	F	
	88982	Social Worker	9/5/2017	F	11	1	67,419.00	17,191.85	18	JA0	Term	F	TERM
	88983	Case Manager	5/1/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	TERM
	88986	Case Manager	V		11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	1848	Case Manager	V		11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	20371	Social Worker	3/30/2009	F	12	6	87,892.00	22,412.46	18	JA0	Continuing	F	Career

## Attachment 2 - Schedule A

ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
5022 - YOUTH SERVICES	35672	CASE MGR	5/28/1985	F	11	9	77,299.00	19,711.25	18	JAO	Continuing	F	Career
	30773	Strategic Planning Manager		V	8	0	115,928.00	29,561.64	18	JAO	Continuing	F	
	71889	Case Manager	8/12/2013	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	TERM
	71891	Supervisory Case Manager	8/2/2010	F	12	0	92,365.00	23,553.08	18	JAO	Continuing	F	MSS
	71892	Case Manager	12/4/2012	F	9	7	60,819.00	15,508.85	18	JAO	Term	F	TERM
	77789	Case Manager	9/29/2014	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	TERM
	82623	SUPERVISORY SOCIAL WORKER	7/10/2006	F	13	0	94,082.73	23,991.10	18	JAO	Continuing	F	MSS
	82715	Social Service Assistant	2/24/2014	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	TERM
	82717	Case Manager	5/20/2013	F	9	2	52,669.00	13,430.60	18	JAO	Term	F	TERM
	82718	Case Manager	3/23/2015	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	TERM
	82721	Case Manager	4/3/2017	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	TERM
	82724	Case Manager	2/24/2014	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	TERM
	82726	Case Manager	1/27/2014	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	TERM
	82739	Social Worker	2/23/2015	F	11	3	71,369.00	18,199.10	18	JAO	Term	F	TERM
	85699	Case Manager	5/18/2015	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	TERM
	85700	Case Manager	5/1/2017	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	TERM
	86151	Social Worker	10/5/2015	F	9	7	68,994.00	17,593.47	18	JAO	Continuing	F	Career
	87498	Staff Assistant		V	9	0	51,039.00	13,014.95	18	JAO	Continuing	F	
	88377	Supervisory Case Manager	8/16/2010	F	12	0	85,031.65	21,683.07	18	JAO	Continuing	F	MSS
	88378	Case Manager	8/18/2014	F	9	1	51,039.00	13,014.95	18	JAO	Term	F	TERM
	88379	Case Manager	6/13/2016	F	11	2	63,467.00	16,184.09	18	JAO	Continuing	F	Career
	88380	Case Manager	5/2/2016	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	TERM
	88406	SUPERVISORY SOCIAL WORKER	5/2/2016	F	13	0	88,580.00	22,587.90	18	JAO	Continuing	F	MSS
	88569	PINS Diversion Program Manager	1/9/2017	F	14	0	125,000.00	31,875.00	18	JAO	Continuing	F	MSS
	88969	Case Manager	4/8/2013	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	TERM
	88981	Case Manager	10/17/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	TERM
	88984	Social Worker	7/10/2017	F	11	10	85,194.00	21,724.47	18	JAO	Term	F	TERM
	88985	Social Worker	10/31/2016	F	11	5	75,319.00	19,206.35	18	JAO	Term	F	TERM
	88987	Program Analyst	9/19/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	TERM
	93412	SUPERVISORY SOCIAL WORKER	7/12/1982	F	13	0	107,074.00	27,303.87	18	JAO	Continuing	F	MSS
	93413	Case Manager	10/16/2017	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	TERM
	93414	Social Worker		V	11	0	67,419.00	17,191.85	18	JAO	Continuing	F	
	93415	Case Manager	9/22/2014	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	TERM
	93416	Case Manager	9/5/2017	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	TERM
	93417	Social Worker	9/5/2017	F	11	1	67,419.00	17,191.85	18	JAO	Term	F	TERM
	93418	Program Manager	7/23/2007	F	14	0	100,581.80	25,648.36	18	JAO	Continuing	F	MSS
	93429	Social Worker		V	11	0	67,419.00	17,191.85	18	JAO	Continuing	F	
	93430	Social Worker		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	93431	Case Manager		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	93437	SUPERVISORY SOCIAL WORKER		V	13	0	103,992.00	26,517.96	18	JAO	Continuing	F	
	93438	Program Analyst	12/30/2013	F	12	7	90,254.00	23,014.77	18	JAO	Term	F	TERM
	93442	SUPERVISORY SOCIAL WORKER		V	13	0	103,992.00	26,517.96	18	JAO	Continuing	F	
	93443	Case Manager		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	87324	Program Analyst	2/10/2014	F	12	1	76,082.00	19,400.91	18	JAO	Continuing	F	Career
	88959	Case Manager	11/14/2016	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	TERM
	88960	Case Manager	10/17/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	TERM
	2563	Deputy Admin., Homeless Svcs.	8/22/2016	F	15	0	125,000.00	31,875.00	18	JAO	Continuing	F	MSS
	70973	Program Manager		V	14	0	119,591.00	30,495.71	18	JAO	Continuing	F	



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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	30552	Program Manager		V	14	0	119,591.00	30,495.71	18	JA0	Continuing	F	
	86271	Housing Coordinator	7/13/2015	F	11	8	75,323.00	19,207.37	18	JA0	Term	F	TERM
	86272	Housing Coordinator		F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	86273	Contract Administrator	3/24/2014	F	12	9	94,978.00	24,219.39	18	JA0	Continuing	F	Career
	86274	Housing Coordinator	7/27/2015	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	86277	Program Manager	6/26/2017	F	14	0	99,659.00	25,413.05	18	JA0	Continuing	F	MSS
	88413	Supervisory Housing Coordinato		V	12	0	90,428.00	23,059.14	18	JA0	Continuing	F	
	88918	Case Manager	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88919	Case Manager		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	88920	Case Manager	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88921	Case Manager	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88922	Case Manager		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	88923	Case Manager	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88924	Case Manager		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	88925	Case Manager	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88926	Case Manager	9/19/2016	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	TERM
	88927	Case Manager	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88928	Case Manager	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88931	Case Manager	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	88932	Supervisory Case Manager	9/19/2016	F	12	0	75,356.00	19,215.78	18	JA0	Continuing	F	MSS
	88933	Supervisory Case Manager		V	12	0	90,428.00	23,059.14	18	JA0	Continuing	F	
	90694	Supervisory Case Manager		V	12	0	90,428.00	23,059.14	18	JA0	Continuing	F	
	90695	Supervisory Case Manager	2/8/2016	F	12	0	75,356.00	19,215.78	18	JA0	Continuing	F	MSS
	90696	Program Analyst	9/19/2016	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	TERM
	90697	Program Analyst	9/19/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	TERM
	90698	Case Manager	11/13/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	TERM
	90699	Program Analyst		V	11	0	61,491.00	15,680.21	18	JA0	Continuing	F	
	90701	Program Analyst	1/17/2015	F	13	4	96,090.00	24,502.95	18	JA0	Continuing	F	Career
	90702	Program Support Assistant	9/19/2016	F	8	1	46,399.00	11,831.75	18	JA0	Term	F	TERM
	90703	InformationTechnology Speciali	7/23/2017	F	12	4	83,168.00	21,207.84	18	JA0	Term	F	TERM
	90704	Program Support Assistant	9/19/2016	F	8	2	47,877.00	12,208.64	18	JA0	Term	F	TERM
	90705	Program Support Assistant	9/19/2016	F	8	2	47,877.00	12,208.64	18	JA0	Term	F	TERM
	90706	Case Manager	9/19/2016	F	9	2	52,669.00	13,430.60	18	JA0	Term	F	TERM
	90707	Case Manager		V	9	0	51,039.00	13,014.95	18	JA0	Continuing	F	
	90708	Social Service Assistant	4/3/2017	F	7	1	42,250.00	10,773.75	18	JA0	Term	F	TERM
	90732	Social Service Assistant	10/3/2016	F	7	2	43,718.00	11,148.09	18	JA0	Term	F	TERM
	90733	Social Service Assistant	9/19/2016	F	7	2	43,718.00	11,148.09	18	JA0	Term	F	TERM
	90734	Social Service Assistant		F	7	1	42,250.00	10,773.75	18	JA0	Term	F	TERM
	90735	Social Service Assistant		F	7	1	42,250.00	10,773.75	18	JA0	Term	F	TERM
	90736	Social Worker	4/3/2017	F	11	2	69,394.00	17,695.47	18	JA0	Term	F	TERM
	90764	Supervisory Homeless Coordinat	10/30/2006	F	13	0	88,749.00	22,631.00	18	JA0	Continuing	F	MSS
	90765	Supervisory Homeless Coordinat		V	13	0	103,992.00	26,517.96	18	JA0	Continuing	F	
	91423	Maintenance Worker	11/27/2017	F	6	1	42,452.80	10,825.46	18	JA0	Term	F	TERM
	92379	SUPERVISORY SOCIAL WORKER		V	13	0	103,992.00	26,517.96	18	JA0	Continuing	F	
	92380	Program Analyst		V	12	0	76,082.00	19,400.91	18	JA0	Continuing	F	
	92381	Staff Assistant		V	9	0	51,039.00	13,014.95	18	JA0	Continuing	F	
	85921	Case Manager	7/27/2015	F	11	3	65,443.00	16,687.97	18	JA0	Term	F	TERM
	85922	Case Manager	7/27/2015	F	11	3	65,443.00	16,687.97	18	JA0	Term	F	TERM

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
	85923	Case Manager	4/21/2014	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	TERM
	85924	Case Manager	8/10/2015	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	TERM
	4762	Case Manager	12/31/2012	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	7243	Lead Social Services Assistant	10/7/2002	F	8	9	58,223.00	14,846.87	18	JAO	Continuing	F	Career
	11547	Case Manager	11/21/2011	F	9	6	59,189.00	15,093.20	18	JAO	Term	F	TERM
	14032	Social Worker	11/22/2010	F	11	10	85,194.00	21,724.47	18	JAO	Continuing	F	Career
	20650	SOCIAL WORKER	8/24/2015	F	11	3	71,369.00	18,199.10	18	JAO	Continuing	F	Career
	22992	Program Support Assistant	12/8/2008	F	8	2	47,877.00	12,208.64	18	JAO	Continuing	F	Career
	25688	Social Servi ces Assistant	6/18/1979	F	8	10	59,701.00	15,223.76	18	JAO	Continuing	F	Career
	27567	Social Worker	8/11/2014	F	11	4	73,344.00	18,702.72	18	JAO	Continuing	F	Career
5037- HOMELESS SERVICES CONTINUUM FAMILIES													
	24869	Homeless Coordinator (Outreach	9/8/2003	F	12	8	92,616.00	23,617.08	18	JAO	Continuing	F	Career
	30352	Homeless Coordinator		V	13	1	87,657.00	22,352.54	18	JAO	Continuing	F	
	88235	Program Analyst		V	13	0	87,657.00	22,352.54	18	JAO	Continuing	F	
	88238	SUPERVISORY SOCIAL WORKER	5/24/1986	F	13	0	118,604.00	30,244.02	18	JAO	Continuing	F	MSS
	3427	Social Worker	12/31/2012	F	12	9	94,978.00	24,219.39	18	JAO	Term	F	Term
	10381	Social Service Assistant	5/30/2017	F	7	1	42,250.00	10,773.75	18	JAO	Term	F	Term
	20409	Social Worker		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	21594	Homeless Svcs. Veterans Coord		V	13	0	103,992.00	26,517.96	18	JAO	Continuing	F	
	22861	SOCIAL WORKER	5/11/1998	F	11	10	85,194.00	21,724.47	18	JAO	Continuing	F	Career
	34952	Program Support Specialist	12/11/2006	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	46389	Case Manager	10/17/2016	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	70971	Case Manager	7/15/2013	F	11	5	69,395.00	17,695.73	18	JAO	Continuing	F	Career
	70972	Homeless Coordinator (Outreach		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	71484	SUPERVISORY SOCIAL WORKER	4/17/2007	F	13	0	108,791.00	27,741.71	18	JAO	Continuing	F	MSS
	71596	Case Manager	4/12/2010	F	11	7	73,347.00	18,703.49	18	JAO	Continuing	F	Career
	75401	Case Manager	6/16/2014	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	75402	Case Manager	9/9/2013	F	11	5	69,395.00	17,695.73	18	JAO	Term	F	Term
	75403	Case Manager	2/22/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	75404	Case Manager	4/3/2013	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	Term
	76851	Program Support Assistant	4/21/2014	F	8	1	46,399.00	11,831.75	18	JAO	Term	F	Term
	76852	Case Manager	8/11/2014	F	11	7	73,347.00	18,703.49	18	JAO	Term	F	Term
	85812	Homeless Coordinator (Outreach		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	85813	Case Manager		V	11	0	61,491.00	15,680.21	18	JAO	Continuing	F	
	85814	Case Manager	3/7/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	85815	Case Manager	5/18/2015	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	85816	Case Manager	5/4/2015	F	11	3	65,443.00	16,687.97	18	JAO	Term	F	Term
	85817	Homeless Svcs. Program Coord.	12/20/2010	F	13	0	88,887.29	22,666.26	18	JAO	Continuing	F	MSS
	85818	Case Manager	9/8/2014	F	11	1	61,491.00	15,680.21	18	JAO	Continuing	F	Career
	85819	Case Manager	9/5/2017	F	11	4	67,419.00	17,191.85	18	JAO	Term	F	Term
	85820	Case Manager	8/7/2017	F	11	1	61,491.00	15,680.21	18	JAO	Term	F	Term
	85822	Program Analyst		V	12	0	76,082.00	19,400.91	18	JAO	Continuing	F	
	86149	Social Service Assistant	2/22/2016	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86150	Case Manager	3/7/2016	F	11	2	63,467.00	16,184.09	18	JAO	Term	F	Term
	86152	Social Service Assistant	12/26/2017	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	86286	Social Service Assistant	7/27/2015	F	7	2	43,718.00	11,148.09	18	JAO	Term	F	Term
	88236	Supervisory Case Manager	2/1/2010	F	12	0	75,355.83	19,215.74	18	JAO	Continuing	F	MSS
	88407	Supervisory Homeless Coordinat	11/7/1988	F	13	0	98,907.75	25,221.48	18	JAO	Continuing	F	MSS
	88409	Social Worker	3/7/2016	F	11	1	67,419.00	17,191.85	18	JAO	Term	F	Term

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ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
5038 - HOMELESS SERVICES CONTINUUM INDIVIDUALS	88412	Social Worker	4/18/2017	F	11	2	69,394.00	17,695.47	18	JA0	Term	F	Term
	88415	Case Manager	8/7/2017	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	88416	SUPERVISORY SOCIAL WORKER	12/3/1991	F	13	0	103,991.89	26,517.93	18	JA0	Continuing	F	MSS
	88419	Program Support Specialist	6/29/2015	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	88421	Case Manager	1/9/2017	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	Term
	91909	Case Manager	5/31/2016	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	91910	Social Worker	2/23/2015	F	12	7	90,254.00	23,014.77	18	JA0	Term	F	Term
	92229	Program Support Specialist	9/6/2016	F	11	1	61,491.00	15,680.21	18	JA0	Term	F	Term
	92231	Case Manager	5/19/2014	F	11	4	67,419.00	17,191.85	18	JA0	Term	F	Term
	92234	Social Worker	9/5/2017	F	12	1	76,082.00	19,400.91	18	JA0	Term	F	Term
	5843	CASE MGR	3/7/2016	F	11	2	63,467.00	16,184.09	18	JA0	Continuing	F	Career
	85821	Program Support Specialist	1/27/2003	F	11	4	67,419.00	17,191.85	18	JA0	Term	F	Term
	88410	Case Manager	3/25/2013	F	11	5	69,395.00	17,695.73	18	JA0	Continuing	F	Career
	88411	Supervisory Case Manager	9/22/2003	F	12	0	78,508.66	20,019.71	18	JA0	Continuing	F	MSS
	88420	Social Service Assistant	9/29/2014	F	7	5	48,122.00	12,271.11	18	JA0	Term	F	Term
	75824	Homeless Coordinator (Outreach	7/1/2002	F	12	4	83,168.00	21,207.84	18	JA0	Continuing	F	Career
5039 - HOMELESS SERVICES CONTINUUM GENERAL	908	Policy Analyst	8/18/2003	F	14	9	120,335.00	30,685.43	18	JA0	Continuing	F	Career
	3729	HOMELESS PGM COOR		V	13	1	66,649.00	16,995.50	18	JA0	Temp	P	
	3789	Capital Operations Project Mgr	4/14/2003	F	15	0	72,061.27	18,375.62	18	JA0	Continuing	F	MSS
	7384	Supervisory Case Manager	12/14/2015	F	12	0	89,610.00	22,850.55	18	JA0	Continuing	F	MSS
	9126	Policy Analyst	3/25/2013	F	12	6	87,892.00	22,412.46	18	JA0	Continuing	F	Career
	18371	PGM SUPPORT SPEC		V	11	1	61,491.00	15,680.21	18	JA0	Continuing	F	
	25403	Deputy Admin., Homeless Svcs.	7/20/1998	F	15	0	135,901.29	34,654.83	18	JA0	Continuing	F	MSS
	27502	Homeless Coordinator	4/7/2014	F	13	6	101,712.00	25,936.56	18	JA0	Continuing	F	MSS
	34940	Homeless Svcs. Program Coord.	7/23/2007	F	13	0	86,659.81	22,098.25	18	JA0	Continuing	F	Career
	34950	Staff Assistant	12/7/1974	F	11	6	71,371.00	18,199.61	18	JA0	Continuing	F	Career
	70969	Program Analyst	9/23/2013	F	12	3	80,806.00	20,605.53	18	JA0	Continuing	F	Career
	71482	Social Service Assistant	11/5/2012	F	7	5	48,122.00	12,271.11	18	JA0	Term	F	Term
	71980	Administrative Officer	4/3/2017	F	14	0	128,878.00	32,863.89	18	JA0	Continuing	F	MSS
	75400	Case Manager	4/26/2010	F	11	3	65,443.00	16,687.97	18	JA0	Continuing	F	Career
	82434	Policy and Program Support Man	4/3/2017	F	15	0	144,757.00	36,913.04	18	JA0	Continuing	F	Career
	86306	Contract Administrator	3/9/2015	F	12	9	94,978.00	24,219.39	18	JA0	Term	F	Term
	87499	Program Analyst	12/11/2017	F	12	4	83,168.00	21,207.84	18	JA0	Term	F	Term
	88234	Investigator	6/12/2017	F	11	4	67,419.00	17,191.85	18	JA0	Continuing	F	Career
	88405	Social Service Assistant	9/22/2014	F	7	1	42,250.00	10,773.75	18	JA0	Term	F	Term
	88408	Case Manager	2/8/2016	F	11	2	63,467.00	16,184.09	18	JA0	Term	F	Term
	90700	Data Scientist		V	12	0	70,345.00	17,937.98	18	JA0	Continuing	F	
	92228	Program Analyst	9/8/2015	F	12	1	76,082.00	19,400.91	18	JA0	Term	F	Term
	92230	Staff Assistant		V	9	0	51,039.00	13,014.95	18	JA0	Continuing	F	
	92232	InformationTechnology Speciali	11/2/2015	F	12	1	76,082.00	19,400.91	18	JA0	Continuing	F	Career
	92233	Social Worker	11/1/2016	F	11	2	69,394.00	17,695.47	18	JA0	Term	F	Term
	3509	Program Analyst		V	12	0	76,082.00	19,400.91	18	JA0	Continuing	F	
(100F) AGENCY FINANCIAL OPERATIONS												F	
	3888	ACCOUNTS PAYABLE SUPV	6/6/1997	F	14	6	120,201.00	30,651.26	18	JA0	Continuing	F	Career
	4395	STAFF ASSISTANT	6/12/2006	F	11	3	65,442.00	16,687.71	18	JA0	Continuing	F	Career
	4802	LEAD ACCOUNTING TECH	12/24/1984	F	10	10	72,154.00	18,399.27	18	JA0	Continuing	F	Career
	5502	ACCOUNTS PAYABLE MGR	11/8/1999	F	15	9	152,789.00	38,961.20	18	JA0	Continuing	F	Career

## Attachment 2 - Schedule A

ACTIVITY	Posn Nbr	Title	Hire Date	Vac Stat	Grade	Step	Salary	Fringe	Appr Year	Agency	Job Status	F/P	Appointment
120F - ACCOUNTING OPERATIONS	10116	STAFF ASSISTANT	9/23/2010	F	11	5	69,396.00	17,695.98	18	JA0	Continuing	F	Career
	12053	ACCOUNTANT	2/11/2002	F	12	10	97,337.00	24,820.94	18	JA0	Continuing	F	Career
	12505	ACCOUNTS PAYABLE TECH	3/14/1988	F	10	10	72,146.00	18,397.23	18	JA0	Continuing	F	Career
	16015	STAFF ASSISTANT	3/5/2007	F	11	5	69,396.00	17,695.98	18	JA0	Continuing	F	Career
	16225	Supervisor Collection Agent	2/21/2006	F	12	6	87,891.00	22,412.21	18	JA0	Continuing	F	Career
	17331	COLLECTION AGENT	12/22/2008	F	9	10	65,709.00	16,755.80	18	JA0	Continuing	F	Career
	18242	Payroll Specialist	10/10/1989	F	9	10	65,709.00	16,755.80	18	JA0	Continuing	F	Career
	20866	Accounting Officer	12/19/1988	F	16	6	168,524.00	42,973.62	18	JA0	Continuing	F	Career
	21293	PAYMENTS & COLLECTIONS OFR		V	14	1	103,603.00	26,418.77	18	JA0	Continuing	F	Career
	21293	PAYMENTS & COLLECTIONS OFR		V	14	1	103,603.00	26,418.77	18	JA0	Continuing	F	Career
	25521	EXECUTIVE ASSISTANT	6/12/2005	F	13	3	93,279.00	23,786.15	18	JA0	Continuing	F	Career
	27159	Clerical Assistant	7/2/2001	F	7	10	55,459.00	14,142.05	18	JA0	Continuing	F	Career
	27543	Accountant	9/13/1992	F	12	4	83,169.00	21,208.10	18	JA0	Continuing	F	Career
	32445	ACCOUNTANT	6/22/2009	F	12	4	83,169.00	21,208.10	18	JA0	Continuing	F	Career
	32826	BUDGET ANALYST	10/1/2007	F	11	5	69,396.00	17,695.98	18	JA0	Continuing	F	Career
	35153	ACCOUNTANT	7/25/1986	F	12	5	85,530.00	21,810.15	18	JA0	Continuing	F	Career
	35500	CONTROLLER	4/10/1989	F	16	10	176,296.00	44,955.48	18	JA0	Continuing	F	Career
	36203	Clerical Assistant	5/20/2001	F	7	10	55,459.00	14,142.05	18	JA0	Continuing	F	Career
	36458	CHIEF MGMT OPERATIONS OFFICER	9/25/2000	F	15	10	156,681.00	39,953.66	18	JA0	Continuing	F	Career
	43696	AGENCY FISCAL OFFICER	4/18/2005	F	16	6	168,524.00	42,973.62	18	JA0	Continuing	F	Career
130F - ACFO	11661	ASSOC CHIEF FINANCIAL OFFICER	8/4/1997	F	18	4	197,819.00	50,443.85	18	JA0	Continuing	F	Career
110F - BUDGET OPERATIONS	4521	BUDGET ANALYST	4/18/2017	F	12	9	94,975.00	24,218.63	18	JA0	Continuing	F	Career
	7037	SENIOR BUDGET ANALYST	5/2/2016	F	13	3	93,279.00	23,786.15	18	JA0	Continuing	F	Career
	11899	BUDGET OFFICER	11/14/2004	F	15	3	129,445.00	33,008.48	18	JA0	Continuing	F	Career
	16225	Supervisor Collection Agent	2/21/2006	F	12	6	87,891.00	22,412.21	18	JA0	Continuing	F	Career
	23355	BUDGET ANALYST	11/19/2012	F	12	6	87,891.00	22,412.21	18	JA0	Continuing	F	Career

### Attachment 6 - Training and Travel Expenses

Name of Traveler/Trainee	Position Title	Dates of Travel or Training	Location	Purpose	Expenditures
Aletha Cromartie	Vocational Development Specialist, SNAP E&T	9/10/17-9/13/17	Memphis, Tennessee	APHSA 2017 Annual Education Conference	\$ 1,807.40
Alicia Porter	Program Analyst (ESA)	10/17/16 - 10/20/16	Cleveland , OH	UCOWF 44 th Annual training Conference	\$ 1,745.57
Angela Charles	Emergency Management Specialist	5/15/17-5/17/17	Williamsport, Maryland	Finance/Administrative Unit Leader in concert with the NIMS.ICS.system	\$ 451.50
Anita Lewis	Supervisory Social Worker	9/27/17-9/29/17	Denver, Colorado	Built for Zero Session 2	\$ 1,726.55
Anthea Seymour	ESA Administrator	10/14/16 - 10/16/16	Cambridge, MA	2016 Health & Human Services Summit	\$ 1,241.00
Anthea Seymour	ESA Administrator	10/23/16 - 10/26/16	Orlando, FL	SNAP Annual Education Conference	\$ 1,554.06
Anthea Seymour	ESA Administrator	3/16/17-3/17/17	Washington, DC	NASW 2017 Chapter Conference	\$ 200.00
Anthea Seymour	ESA Administrator	3/29/17-3/31/17	Washington, DC	Child Welfare League of America 2017 National Conference	\$ 745.00
Anthea Seymour	ESA Administrator	7/31/7-8/2/17	Pittsburg, PA	56th NAWRS Workshop	\$ 464.00
Anthea Seymour	ESA Administrator	9/22/17-9/24/17	Cambridge, MA	2017 Health and Human Services Summit	\$ 1,040.72
Barbara Brewer	Social Worker	3/15/2017	Laurel, MD	HIV and Ethics	\$ 99.00
Boyle Stuckey	Chief Information Officer	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Brandon Gaymon	Investigator (ESA)	10/17/16 - 10/20/16	Cleveland , OH	UCOWF 44 th Annual training Conference	\$ 1,600.66
Brenda Monroe-Carr		10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Carlous Price	Program Analyst (ESA)	10/23/16 - 10/26/16	Orlando, FL	SNAP Annual Education Conference	\$ 1,554.06
Carmen Hernandez	Program Analyst	9/27/17-9/29/17	Denver, Colorado	Built for Zero Session 2	\$ 1,534.55

### Attachment 6 - Training and Travel Expenses

Name of Traveler/Trainee	Position Title	Dates of Travel or Training	Location	Purpose	Expenditures
Carmen Hernandez	Program Analyst	10/31/17-11/01/17	Los Angeles, California	Rapid Rehousing Institute	\$ 1,398.98
Causandra Smith-Fludd	Program Specialist	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Cecily Williams	Social Worker	3/15/17-3/17/17	Washington, DC	NASW DC Metro Chapter 9th Biennial Conference	\$ 290.00
Cheryl Stancell	Social Worker	4/11/17-4/15/19	National Harbor, MD	National Association of Black Social Workers	\$ 505.00
Christa Phillips	Chief Accountability Officer (OPRMI)	10/23/16 - 10/26/16	Orlando, FL	SNAP Annual Education Conference	\$ 1,643.34
Christa Phillips	Chief Accountability Officer	8/7/17-8/10/17	Cincinnati, Ohio	National Association for Program Information and Performance Measurement (NAPIPM) 2017 Education Conference	\$ 1,660.86
Christa Phillips	Chief Accountability Officer	8/27/17-8/31/17	Orlando, Florida	United Council on Welfare Fraud 45th Annual Conference	\$ 1,477.69
Christa Phillips	Chief Accountability Officer	9/10/17-9/13/17	Memphis, Tennessee	National Association of SNAP Directors (AASD) and National Association of TANF Administrators (NASTA) 2017 Annual Education Conference	\$ 1,880.75
Christa Phillips	Chief Accountability Officer	11/28/17-11/30/17	Richmond, Virginia	Quality Control Training	\$ 912.70
Clarence Craig	Sup. Social Worker	3/15/17-3/17/17	Washington, DC	NASW DC Metro Chapter 9th Biennial Conference	\$ 245.00

### Attachment 6 - Training and Travel Expenses

Name of Traveler/Trainee	Position Title	Dates of Travel or Training	Location	Purpose	Expenditures
Cornell Kinard	Supervisory Program Analyst	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Darlene Palmore	Program Analyst	9/13/17-9/15/17	Tysons, Virginia	Annual Mid-Atlantic ADA Update Conference	\$ 539.20
Darrell Cason	Deputy Chief of Staff	2/22/17-2/24/17	Houston, TX	2017 National Alliance to End Homeless Conference	\$ 1,893.96
David Ross	Cheif, OPM	9/10/17-9/13/17	Memphis, Tennessee	APHSA 2017 Annual Education Conference	\$ 1,807.40
Deborah Harper	Program Manager	6/19/17-6/20/17	New York, New York	National Symposium on Solutions to End Homelessness	\$ 492.56
Delancia Browning	Program Analyst	2/22/17-2/24/17	Houston, TX	2017 National Alliance to End Homeless Conference	\$ 1,733.69
Denise Nedab	Assistant Deputy Administrator	3/16/17-3/17/17	Washington, DC	NASW 2017 Chapter Conference	\$ 200.00
Ebony Davis	Investigator	8/27/17-8/31/17	Orlando, Florida	United Council on Welfare Fraud 45th Annual Conference	\$ 1,474.52
Emily Hosenbackez	Investigator	8/27/17-8/31/17	Orlando, Florida	United Council on Welfare Fraud 45th Annual Conference	\$ 1,471.52
Garlinda Bryant-Rollins	Deputy Administrator	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Hermena Kinard	Chief of ERI (ESA)	10/17/16 - 10/20/16	Cleveland , OH	UCOWF 44 th Annual training Conference	\$ 1,745.57
Hilary Cairns	Deputy Administrator for Youth Services Division (FSA)	7/12/17-7/13/17	Seattle, Washington	LEAD and other Diversion Program Conference	\$ 1,296.78

### Attachment 6 - Training and Travel Expenses

Name of Traveler/Trainee	Position Title	Dates of Travel or Training	Location	Purpose	Expenditures
Hillary Cairns	Deputy Administrator for Youth Services Division (FSA)	10/19/16 - 10/21/16	San Francisco, California	2016 Conference on Adverse Childhood Experiences	\$ 1,924.20
Jayne Davis	Case Manager	2/22/17-2/24/17	Houston, TX	2017 National Alliance to End Homeless Conference	\$ 1,337.68
Jerrienne Anthony	Deputy Administrator for Families	2/22/17-2/24/17	Houston, TX	2017 National Alliance to End Homeless Conference	\$ 1,430.50
Jerrienne Anthony	Deputy Administrator for Families	6/7/17-6/10/17	Denver, CO	Excellence in HMIS Practice & Using Your Performance in Data	\$ 1,749.40
Johnel Tyler	Investigator	8/27/17-8/31/17	Robbinsville, NJ	UCOWF 45th Annual Training	\$ 1,488.24
Jonathan Smith	Vocational Development Specialist, SNAP E&T	9/10/17-9/13/17	Memphis, Tennessee	APHSA 2017 Annual Education Conference	\$ 1,807.40
Kia Williams	Supervisory Case Manager	2/22/17-2/24/17	Houston, TX	2017 National Alliance to End Homeless Conference	\$ 1,514.68
Kia Williams	Supervisory FSA	7/17/17-7/19/17	Washington, D.C.	2017 National Conference on Ending Homelessness	\$ 585.00
Kumar Manickam	IT Specialist	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Laura Zeilinger	Director	2/21/17-2/24/17	Houston, TX	2018 National Alliance to End Homeless Conference	\$ 1,084.88
Laura Zeilinger	Director	5/2/17-5/2/17	Baltimore, Maryland	2017 APHSA National Health and Human Services Summit	\$ 550.00



### Attachment 6 - Training and Travel Expenses

Name of Traveler/Trainee	Position Title	Dates of Travel or Training	Location	Purpose	Expenditures
Laura Zeilinger	Director	9/10/17-9/13/17	Memphis, Tennessee	Ending Family and Youth Homelessness in America	\$ 1,457.98
Leandra Andrade	Social Worker	3/15/17-3/17/17	Washington, DC	NASW DC Metro Chapter 9th Biennial Conference	\$ 230.00
Lee Hagy	Management Analyst	9/13/17-9/15/17	Tysons, Virginia	Annual Mid-Atlantic ADA Update Conference	\$ 525.00
Leslie Mark Newman	Division Cheif	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Lilliam DeJesus	Program Support Specialist	11/27/17-11/30/17	Richmond, Virginia	Quality Control Training	\$ 912.70
Madan Burra	Division Chief	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Marquita Smith	Case Manager	6/19/17-6/20/17	New York, New York	National Symposium on Solutions to End Homelessness	\$ 784.82
Martina Green	Program and Policy Analyst	6/6/2012	Arlington, VA	Presenting Data and Information	\$ 412.00
Marvarene Carnegie	Social Worker	4/10/2017	Bowie, MD	David Kessler: On Grief and Grieving	\$ 219.99
Mary Fenner	Security Manager	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Mary Thea Proctor	Program Manager	10/23/16 - 10/26/16	Orlando, FL	SNAP Annual Education Conference	\$ 1,554.06
Mary Thea Proctor	Program Manager	9/10/17-9/13/17	Memphis, Tennessee	APHSA 2017 Annual Education Conference	\$ 1,807.40
Matthew Aiken	Chief, Emergency Management	4/17/17-4/20/17	New Orleans, LA	National Hurricane Conference	\$ 1,606.72
Nada Mohamed	Case Manager	5/24/17-5/26/17	Tyson's Corner, Virginia	Managing Federal Grants & Cooperative Agreements for Recipients	\$ 929.00

### Attachment 6 - Training and Travel Expenses

Name of Traveler/Trainee	Position Title	Dates of Travel or Training	Location	Purpose	Expenditures
Nada Mohamed	Case Manager	6/19/17-6/20/17	Washington, D.C.	Uniform Administrative Requirements for Federal Grants	\$ 809.00
Nada Mohamed	Case Manager	9/21/17-9/22/17	Washington, D.C.	Financial Administration of Federal Grants for Recipients	\$ 809.00
Naomi Broady-Gilliam	Staff Assistant	5/15/17-5/18/17	Philadelphia, Pennsylvania	Context for Mass Care/Emergency Support Assistance to include Partner Roles and Responsibility	\$ 1,195.82
Nathan Minor	Investigator	8/27/17-8/31/17	Robbinsville, NJ	UCOWF 45th Annual Training	\$ 1,488.24
Nikki Home Price	Investigator (ESA)	10/17/16 - 10/20/16	Cleveland , OH	UCOWF 44 th Annual training Conference	\$ 1,745.57
Noah Abraham	Supervisory VDS	7/17/17-7/19/17	Washington, D.C.	2017 National Conference on Ending Homelessness	\$ 585.00
Noah Abraham	Supervisory VDS	10/31/17-11/01/17	Los Angeles, California	Rapid Rehousing Institute	\$ 1,020.88
Quameice Harris	Interim Entry Coordinator	2/22/17-2/24/17	Houston, TX	2017 National Alliance to End Homeless Conference	\$ 1,613.90
Racheal Plaskin	Privacy and Records Office	6/2/2017	Teleconference	Data privacy and cybersecurity continuing legal education	\$ 149.00
Renee Ashton	Supervisory, Investigator (ESA)	10/16/16 - 10/20/16	Cleveland , OH	UCOWF 44 th Annual training Conference	\$ 1,865.20

### Attachment 6 - Training and Travel Expenses

Name of Traveler/Trainee	Position Title	Dates of Travel or Training	Location	Purpose	Expenditures
Renee Ashton	Supervisory Investigator	8/26/17-8/31/17	Robbinsville, NJ	UCOWF 45th Annual Training	\$ 1,622.06
Rhamsye Brown	Emergency Management Analyst	4/24/17-4/27/17	Harrisburg, PA	IA Partner Summit	\$ 798.90
Shameka Johnson	Vocational Development Specialist (ESA)	10/23/16 - 10/26/16	Orlando, FL	SNAP Annual Education Conference	\$ 1,554.06
Sharon Jones	Social Worker	3/15/17-3/17/17	Washington, DC	NASW DC Metro Chapter 9th Biennial Conference	\$ 175.00
Shawntelle Nesmith	Social Worker	4/11/17-4/15/18	National Harbor, MD	National Association of Black Social Workers	\$ 505.00
Shelia Armstrong	ADA Coordinator	9/13/17-9/15/17	Tysons, Virginia	Annual Mid-Atlantic ADA Update Conference	\$ 539.20
Shelia Jones	Chief Adult Protective Services	8/28/17-8/30/17	Milwaukee, WI	28th Annual NAPSA Conference	\$ 982.09
Sina Baktash	Sup. Social Worker	3/15/17-3/17/17	Washington, DC	DC Metro Chapter/National Association of Social Workers	\$ 245.00
Stephanie Knight	Supervisory Program Analyst	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Tamara Mooney	Program Analyst	6/19/17-6/20/17	New York, New York	National Symposium on Solutions to End Homelessness	\$ 784.82
Tamitha Davis	Deputy Administrator	9/10/17-9/14/17	Memphis, Tennessee	APHSA 2017 Annual Education Conference	\$ 1,777.63
Teresa Smith	Social Worker	3/15/17-3/17/17	Washington, DC	NASW DC Metro Chapter 9th Biennial Conference	\$ 290.00

### Attachment 6 - Training and Travel Expenses

Name of Traveler/Trainee	Position Title	Dates of Travel or Training	Location	Purpose	Expenditures
Toya Fisher	Sup. Social Worker	3/16/17/-3/17/17	Washington, DC	NASW DC Metro Chapter 9th Biennial Conference	\$ 230.00
Trey Long	Deputy Administrator (ESA)	10/14/16- 10/16/16	Cambridge, MA	2016 Health & Human Services Summit	\$ 1,241.00
Victoria Akinnuso	Investigator	8/27/17-8/31/17	Robbinsville, NJ	UCOWF 45th Annual Training	\$ 1,488.24
Wallace Sampson	Investigator (OPRMI)	11/15/16 - 11/18/16	Boston, Massachusetts	Association of Inspector General Annual Training	\$ 1,758.29
Yamilka Ramos	Supervisory Quality Control Examiner	8/7/17-8/10/17	Cincinnati, Ohio	National Association for Program Information and Performance Measurement (NAPIPM) 2017 Education Conference	\$ 1,638.87
Yamilka Ramos	Supervisory Quality Control Examiner	11/27/17-11/30/17	Richmond, Virginia	Quality Control Training	\$ 912.70
Yasir Rafi	IT Specialist	10/22/17-10/25/17	Oxon Hill, MD	ISM Annual Conference	\$ 525.00
Yolanda R. Scott	Social Worker	4/11/17-4/15/17	National Harbor, MD	National Association of Black Social Workers	\$ 505.00

## Attachment 7 - Workers' Compensation Payments

[illegible]

GOVERNMENT OF THE DISTRICT OF COLUMBIA  
DEPARTMENT OF HUMAN SERVICES



Office of the Director

April 3, 2017

Sabrina I. Brown, President  
AFSCME Local 2401  
1724 Kalorama Road, N.W., Suite 200  
Washington, DC 20009

**RE: Step 4 Grievance (DCAS System Malfunction/Employees' Safety)**

Dear Ms. Brown:

This is to acknowledge and respond to your Step 4 grievance filed on behalf of a group of employees at the Department of Human Services (DHS), in the Economic Security Administration (ESA). Your grievance was filed pursuant to Article 22, §2 of the Master Agreement between The American Federation of State, County and Municipal Employees (AFSCME) District Council 20, AFL-CIO and the District of Columbia, (effective through 2010).

In consideration of your grievance, we convened a meeting on February 23, 2017, to discuss the issues. The meeting included high-level management officials from the agency, including the Administrator and Deputy Administrator with ESA. You attended along with several members of your executive team and legal counsel. I believe that a robust discussion ensued which allowed all parties to have input on the implementation of the new modules of our eligibility determination and enrollment system, known as DCAS, and its' impact on staff.

The development of the DCAS was a response to the inadequacies of the ACEDS mainframe system which has been in place for more than 25 years. While our new system had experienced normal implementation issues that any new system would encounter, we continue to do everything in our power to make this transition efficient and productive for our staff and our customers.

It was noted during the discussion that the system functioned at an estimated 95 percent accuracy rate in that 95 percent of our customers are receiving correct and timely benefits. However, we are cognizant of the fact that even one incorrect determination of benefits is not acceptable, and it is our desire and intent to produce accurate and timely benefits for 100 percent of our customers.

Response to Step 4 Grievance  
(DCAS System Malfunction/Employees' Safety)

I found value in our discussion and hope to continue to have meaningful conversations that allow us to better understand staff concerns and work together to find shared solutions to address those concerns.

To the specific relief sought in your grievance, please note the following:

- 1. "The DCAS system is converted back to the ACEDS system, until the DCAS system has been adjusted to its full operable standards in order to process cases effectively."**

While we were having some difficulties with the DCAS system upon the initial roll out, the option to convert back to the ACEDS system is not an option. With every passing week, DCAS operational issues are being resolved and new issues are extremely limited. Components of the ACEDS system are still available during the transition, but there has been a significant investment in developing a state-of-the-art eligibility determination system and neither the agency nor the District government will revert to an old system which does not suit our 21<sup>st</sup> century needs. The DCAS system has superior architecture with specific technologies used to conduct the complex transactions we require and will allow us evolve into the envisioned integrated benefits and case management system.

- 2. "If Management refuses to repair or replace the DCAS system, the members must receive hazardous pay."**

The agency has concern for the safety of every employee, including those employees who work in customer-facing positions in our Service Centers. Any incident with customers creating an unsafe environment has been managed and will steadily improve as the system stabilizes, with the safety precautions that we have put in place and with additional initiatives we will implement with your input. We value your observations and strong interest in maintaining a safe work environment. Specifically, we have reviewed our security measures and staffing at each of our locations with Protective Services. We have added Special Police Officers to the security staffing to upgrade our incident response capability. Security will be visible and responsive. Disruptive behavior by customers will not be tolerated and will result in removal from the facility. We will continue to closely monitor the Service Centers and make further adjustments as needed. We are in the process of finalizing a workplace safety policy and procedures. However, we do not believe the implementation or usage of DCAS is considered "hazardous work."

- 3. "Evaluations must be suspended until the DCAS system is fully functional."**

We propose a modified performance plan for Social Service Representatives (SSR) in FY17 which acknowledges the implementation of DCAS and the training that is taking place throughout the evaluation period. Not all staff are experiencing the difficulties that you describe, however, we recognize there are a significant number of transitions occurring this year. Due to the impact of a new eligibility system, new business processes, and (for some staff) new team assignments, DHS/ESA/DPO will implement a streamlined version of the annual performance rating process for FY17. We will use modified SMART goals that are focused on training, learning and communication only.

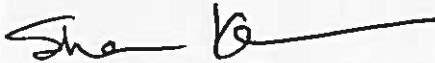
Response to Step 4 Grievance  
(DCAS System Malfunction/Employees' Safety)

**4. "The interview space should be partition with protective glass. The partition glass will serve as a deterrent. The partition will separate the employees from the customers to prevent physical contact."**

We will investigate the options suggested to provide a more secure workstation arrangement for staff. Our goal is to ensure the safety of our staff, while creating a comfortable and welcoming environment for our customers. Hopefully we will not have to sacrifice either of those goals as we look to evaluate options that could satisfy our staffs need for increased safety.

I hope that you will accept my invitation to meet again and continue the discussion on how we can work together to address staff concerns. However, if you believe that you cannot accept the resolutions that I have presented, pursuant to the terms of the aforementioned Collective Bargaining Agreement, you have twenty working days from the date of this letter to invoke arbitration of this matter by submitting a written notification to the District of Columbia Office of Labor Relations and Collective Bargaining, 441- 4<sup>th</sup> Street, NW, Suite 820N, Washington, DC 20001.

Sincerely,



Sharon Kershbaum  
Chief Operating Officer

cc: Laura Zeilinger, Director, DHS  
Lionel Sims, Director, OLRCB  
Anthea Seymour, Administrator, ESA, DHS  
Jaki A. Buckley, Labor Liaison, DHS



Attachment 14a  
FY 2016 BUDGET VS ACTUALS BY ACTIVITY

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2016 APPROVED BUDGET	FY2016 ACTUALS	VARIANCE	VARIANCE EXPLANATION
AGENCY MANAGEMENT PROGRAM	1010	AGENCY MANAGEMENT/PERSONNEL	LOCAL FUND	412,587.84	380,091.14	32,496.70	Year end accrual posted inadvertently to the wrong program. Overall agency is in balance.
			FEDERAL MEDICAID PAYMENTS	586,212.54	570,372.50	5,651.15	
		AGENCY MANAGEMENT/PERSONNEL - Total		998,800.38	950,463.64	38,147.85	
	1017	AGENCY MANAGEMENT/LABOR MANAGEMENT PARTN	LOCAL FUND	126,893.09	127,751.96	(858.87)	
		AGENCY MANAGEMENT/LABOR MANAGEMENT PARTN - Total		126,893.09	127,751.96	(858.87)	
	1030	AGENCY MANAGEMENT/PROPERTY MANAGEMENT	LOCAL FUND	1,551,315.00	1,521,998.00	29,317.00	
			FEDERAL MEDICAID PAYMENTS	498,503.00	573,261.45	(74,758.45)	
		AGENCY MANAGEMENT/PROPERTY MANAGEMENT - Total		2,049,818.00	2,095,259.45	(45,441.45)	
	1040	AGENCY MANAGEMENT/INFORMATION TECHNOLOGY	LOCAL FUND	9,911,461.79	10,467,792.60	(499,943.81)	
			FEDERAL GRANT FUND	1,990,080.80	2,067,008.95	124,488.86	
			FEDERAL MEDICAID PAYMENTS	1,613,991.24	20,692,783.92	120,546.10	
			OPERATING INTRA-DISTRICT FUNDS	133,237.00	4,733,237.00	-	
		AGENCY MANAGEMENT/INFORMATION TECHNOLOGY - Total		13,648,770.83	37,960,822.47	(254,908.85)	
	1055	AGENCY MANAGEMENT/RISK MANAGEMENT	LOCAL FUND	1,653,036.40	1,694,417.20	(69,604.80)	
			FEDERAL GRANT FUND	2,718,357.09	2,295,069.58	(124,488.86)	
			FEDERAL MEDICAID PAYMENTS	734,908.51	451,394.00	-	
			SPECIAL PURPOSE REVENUE FUNDS ('O'TYPE	200,000.00	100,000.00	100,000.00	
		AGENCY MANAGEMENT/RISK MANAGEMENT - Total		5,306,302.00	4,540,880.78	(94,093.66)	
	1060	AGENCY MANAGEMENT/LEGAL SERVICES	LOCAL FUND	743,027.41	531,824.83	203,021.58	
			FEDERAL GRANT FUND	724,383.33	659,003.53	-	
		AGENCY MANAGEMENT/LEGAL SERVICES - Total		1,467,410.74	1,190,828.36	203,021.58	
	1080	AGENCY MANAGEMENT/COMMUNICATIONS	LOCAL FUND	267,138.41	272,814.62	(5,676.21)	
			FEDERAL MEDICAID PAYMENTS	477,753.35	282,463.53	7,170.43	
		AGENCY MANAGEMENT/COMMUNICATIONS - Total		744,891.76	555,278.15	1,494.22	
	1085	AGENCY MANAGEMENT/CUSTOMER SERVICE	FEDERAL MEDICAID PAYMENTS	57,202.65	64,428.31	(7,225.66)	
		AGENCY MANAGEMENT/CUSTOMER SERVICE - Total		57,202.65	64,428.31	(7,225.66)	
	1090	AGENCY MANAGEMENT/PERFORMANCE MGMT	LOCAL FUND	1,672,650.67	1,766,792.64	(114,123.97)	
			FEDERAL GRANT FUND	-	373,984.14	-	
			FEDERAL MEDICAID PAYMENTS	925,656.37	642,657.97	(48,216.04)	
			OPERATING INTRA-DISTRICT FUNDS	-	46,202.00	-	
			AGENCY MANAGEMENT/PERFORMANCE MGMT - Total		2,598,307.04	2,829,636.75	(162,340.01)
AGENCY MANAGEMENT PROGRAM - Total			26,998,396.49	50,315,349.87	(322,204.85)		
ICIAL IS	110F	BUDGET OPERATIONS	LOCAL FUND	308,934.67	268,266.77	40,667.90	
			FEDERAL GRANT FUND	1,082,950.39	682,001.76	47,521.52	
		BUDGET OPERATIONS - Total		1,391,885.06	950,268.53	88,189.42	

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2016 APPROVED BUDGET	FY2016 ACTUALS	VARIANCE	VARIANCE EXPLANATION
AGENCY FINANCIAL OPERATION	120F	ACCOUNTING OPERATIONS	LOCAL FUND	264,392.81	334,171.04	(69,778.23)	Zero variance
			FEDERAL GRANT FUND	2,234,253.40	2,148,171.15	(47,521.52)	
		ACCOUNTING OPERATIONS - Total		2,498,646.21	2,482,342.19	(117,299.75)	
	130F	ACFO	LOCAL FUND	249,590.03	218,859.93	30,730.10	
		ACFO - Total		249,590.03	218,859.93	30,730.10	
	140F	AGENCY FISCAL OFFICER	LOCAL FUND	31,040.00	32,659.77	(1,619.77)	
AGENCY FINANCIAL OPERATIONS				4,171,161.30	3,684,130.42	-	
ECONOMIC SECURITY ADMINISTRATION	2011	BURIAL ASSISTANCE	LOCAL FUND	328,231.00	304,349.45	23,881.55	Surplus due to the following: Fixed cost expenditures were less than DGS' projected assessment. Year end accrual posted to Agency Management Program inadvertently, and expenditures were less than anticipated for the IDA program.
		BURIAL ASSISTANCE - Total		328,231.00	304,349.45	23,881.55	
	2012	GENERAL ASSISTANCE FOR CHILDREN	LOCAL FUND	806,404.00	696,090.00	110,314.00	
		GENERAL ASSISTANCE FOR CHILDREN - Total		806,404.00	696,090.00	110,314.00	
	2013	INTERIM DISABILITY ASST.	LOCAL FUND	2,520,002.95	3,703,504.00	(1,183,501.05)	
			SPECIAL PURPOSE REVENUE FUNDS ('O'TYPE	1,000,000.01	-	871,339.84	
		INTERIM DISABILITY ASST. - Total		3,520,002.96	3,703,504.00	(312,161.21)	
	2020	TEMPORARY ASST TO NEEDY FAMILIES (TANF)	LOCAL FUND	800,000.00	772,372.80	1,306,580.20	
			FEDERAL GRANT FUND	16,811,475.00	44,833,732.47	128,201.96	
		TEMPORARY ASST TO NEEDY FAMILIES (TANF) - Total		17,611,475.00	45,606,105.27	1,434,782.16	
	2021	CASH ASSISTANCE (TANF)	LOCAL FUND	32,388,786.00	38,148,700.55	(5,759,914.55)	
			FEDERAL GRANT FUND	34,012,166.00	15,970,898.00	(3,482,080.03)	
			OPERATING INTRA-DISTRICT FUNDS	1,300,000.00	1,299,229.29	770.71	
		CASH ASSISTANCE (TANF) - Total		67,700,952.00	55,418,827.84	(9,241,223.87)	
	2022	JOB OPPORTUNITY & TRAINING (TANF)	LOCAL FUND	19,975,803.93	16,317,830.64	3,657,973.29	
			FEDERAL GRANT FUND	22,206,695.14	9,846,268.90	3,475,783.18	
		JOB OPPORTUNITY & TRAINING (TANF) - Total		42,182,499.07	26,164,099.54	7,133,756.47	
	2024	SUPPLEMENTAL FOOD ASSISTANCE	LOCAL FUND	1,300,000.00	-	1,300,000.00	
		SUPPLEMENTAL FOOD ASSISTANCE - Total		1,300,000.00	-	1,300,000.00	
	2030	CASE MANAGEMENT	LOCAL FUND	7,098,559.51	6,264,250.14	834,309.37	
			FEDERAL GRANT FUND	5,327,647.63	5,559,310.22	1,200,153.13	
			FEDERAL MEDICAID PAYMENTS	2,894,986.41	535,615.00	(73,998.33)	
		CASE MANAGEMENT - Total		15,321,193.55	12,359,175.36	1,960,464.17	
	2040	ELIGIBILITY DETERMINATION SERVICES	LOCAL FUND	40,776,196.00	37,560,994.24	652,714.76	
			FEDERAL GRANT FUND	10,653,117.28	10,557,140.60	(665,700.19)	
			FEDERAL MEDICAID PAYMENTS	8,008,423.15	7,340,524.00	73,998.33	
			SPECIAL PURPOSE REVENUE FUNDS ('O'TYPE	1,797,328.00	767,000.00	(18,088.80)	
			OPERATING INTRA-DISTRICT FUNDS	1,390,923.63	1,367,948.27	22,975.36	
		ELIGIBILITY DETERMINATION SERVICES - Total		62,625,988.06	57,593,607.11	65,899.46	
		MONITORING & QUALITY ASSURNACE	LOCAL FUND	719,230.30	730,388.24	(11,157.94)	
			FEDERAL GRANT FUND	3,455,714.95	3,002,280.74	(662,918.05)	
			SPECIAL PURPOSE REVENUE FUNDS ('O'TYPE	202,672.00	-	18,088.80	

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2016 APPROVED BUDGET	FY2016 ACTUALS	VARIANCE	VARIANCE EXPLANATION
	2055	MONITORING & QUALITY ASSURNACE	- Total	4,377,617.25	3,732,668.98	(655,987.19)	
		EARLY EDUCATION SUBSIDY TRANSFER	FEDERAL GRANT FUND	37,168,044.50	36,971,920.00	-	
	2065	EARLY EDUCATION SUBSIDY TRANSFER	- Total	37,168,044.50	36,971,920.00	-	
ECONOMIC SECURITY ADMINISTRATION				- Total	252,942,407.39	242,550,347.55	1,819,725.54
FAMILY SERVICES	5010	ADULT PROTECTIVE SERVICES	LOCAL FUND	1,281,587.25	2,034,659.66	(753,072.41)	
			FEDERAL GRANT FUND	1,679,210.86	612,430.41	85,380.55	
		ADULT PROTECTIVE SERVICES	- Total	2,960,798.11	2,647,090.07	(667,691.86)	
	5020	DOMESTIC VIOLENCE SERVICES	LOCAL FUND	1,269,000.00	1,042,545.62	226,454.38	
			FEDERAL GRANT FUND	704,220.00	726,886.00	-	
		DOMESTIC VIOLENCE SERVICES	- Total	1,973,220.00	1,769,431.62	226,454.38	
	5032	PERMANENT SUPPORTIVE HOUSING	LOCAL FUND	-	(4,212.00)	4,212.00	
			FEDERAL GRANT FUND	301,788.00	89,938.89	-	
		PERMANENT SUPPORTIVE HOUSING	- Total	301,788.00	85,726.89	4,212.00	
	5034	PERMANENT SUPPORTIVE HOUSING - FAMILIES	LOCAL FUND	11,262,791.00	11,556,808.45	(294,017.45)	
			FEDERAL GRANT FUND	3,206,698.00	2,653,821.75	258,125.43	
		PERMANENT SUPPORTIVE HOUSING - FAMILIES	- Total	14,469,489.00	14,210,630.20	(35,892.02)	
	5035	PERMANENT SUPPORTIVE HOUSING-INDIVIDUAL	LOCAL FUND	22,285,644.07	18,747,844.89	3,537,799.18	
			FEDERAL GRANT FUND	3,332,139.01	2,420,032.76	43,841.20	
		PERMANENT SUPPORTIVE HOUSING-INDIVIDUAL	- Total	25,617,783.08	21,167,877.65	3,581,640.38	
	5037	HOMELESS SERVICES CONTINUUM - FAMILIES	LOCAL FUND	48,990,382.01	54,762,878.67	(5,772,496.65)	
			FEDERAL GRANT FUND	5,379,162.15	7,514,836.28	9,816.15	
		HOMELESS SERVICES CONTINUUM - FAMILIES	- Total	54,369,544.16	62,277,714.95	(5,762,680.50)	
	5038	HOMELESS SERVICES CONTINUUM-INDIVIDUALS	LOCAL FUND	28,444,858.93	26,130,521.92	2,314,337.01	
			FEDERAL GRANT FUND	486,269.02	202,946.71	-	
		HOMELESS SERVICES CONTINUUM-INDIVIDUALS	- Total	28,931,127.95	26,333,468.63	2,314,337.01	
	5039	HOMELESS SERVICES CONTINUUM - GENERAL	LOCAL FUND	28,246,479.85	27,864,478.31	382,001.54	
			FEDERAL GRANT FUND	1,629,808.60	1,250,088.38	26,501.46	
		HOMELESS SERVICES CONTINUUM - GENERAL	- Total	29,876,288.45	29,114,566.69	408,503.00	
	5040	REFUGEE RESETTLEMENT	FEDERAL GRANT FUND	1,946,986.44	2,073,964.52	210,638.96	
		REFUGEE RESETTLEMENT	- Total	1,946,986.44	2,073,964.52	210,638.96	
	5060	STRONG FAMILIES	LOCAL FUND	4,915,324.61	4,259,232.98	656,091.62	
			FEDERAL GRANT FUND	1,897,700.83	1,909,327.28	-	
			OPERATING INTRA-DISTRICT FUNDS	88,000.00	181,937.81	19,464.86	
		STRONG FAMILIES	- Total	6,901,025.44	6,350,498.07	675,556.48	
	5090	COMMUNITY SERVICES BLOCK GRANT	FEDERAL GRANT FUND	11,371,751.02	12,149,474.97	-	
		COMMUNITY SERVICES BLOCK GRANT	- Total	11,371,751.02	12,149,474.97	-	
	5095	SUBSIDY TRANSFER	FEDERAL GRANT FUND	230,526.37	229,251.00	-	
		SUBSIDY TRANSFER	- Total	230,526.37	229,251.00	-	

Surplus due to the following: Fixed cost expenditures less than DGS projected assessment.  
Shelter Plus Care and Emergency Shelter Grant funds lapsed. Refugee Resettlement grant expenditures were less than anticipated (note: this is a reimbursable grant).

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2016 APPROVED BUDGET	FY2016 ACTUALS	VARIANCE	VARIANCE EXPLANATION
FAMILY SERVICES			- Total	178,950,328.02	178,409,695.26	955,077.83	
CHILD DEVELOPMENT	7120	CHILD DEVELOPMENT/CHILD DEV PROV SVCS	LOCAL FUND	-	780.00	(780.00)	
		CHILD DEVELOPMENT/CHILD DEV PROV SVCS	- Total	-	780.00	(780.00)	
YOUTH &	8110	COMMITTED SERVICES	LOCAL FUND	-	(5,053.47)	5,053.47	
YOUTH & ADOLESCENT			- Total	-	(5,053.47)	5,053.47	
DHS PCARD POOL		DHS PCARD POOL	LOCAL FUND	-	5,053.46	(5,053.46)	
	9221	DHS PCARD POOL	- Total	-	5,053.46	(5,053.46)	
YR END CLOSE			LOCAL FUND	-	24.50	(24.50)	
YR END CLOSE			- Total	-	24.50	(24.50)	
DEPARTMENT OF HUMAN SERVICES				463,062,293.20	474,960,327.59	2,451,794.03	

Attachment 14b  
FY 2017 BUDGET VS ACTUALS BY ACTIVITY

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2017 APPROVED BUDGET	FY2017 ACTUALS	VARIANCE	Variance Explanations
AGENCY MANAGEMENT	1010	PERSONNEL	LOCAL FUND	534,300.67	487,092.22	47,208.45	Surplus due to the following: Positions were eliminated by Council for FY18, so those positions had to remain vacant for the balance of FY17. In addition, Peoplesoft upgrade resulted in moratorium on position classifications and postings for Q4. Change of DCAS leadership during the year slowed hiring; moving to contracted O+M. Fixed cost expenditures less than DGS' projected assessment.
			FEDERAL GRANT FUND	667,469.97	667,475.83	(5.86)	
		PERSONNEL	- Total	1,201,770.64	1,154,568.05	47,202.59	
	1017	LABOR MANAGEMENT PARTN	LOCAL FUND	132,053.74	131,474.57	579.17	
		LABOR MANAGEMENT PARTN	- Total	132,053.74	131,474.57	579.17	
	1030	PROPERTY MANAGEMENT	LOCAL FUND	2,067,832.85	1,755,140.69	298,852.63	
			FEDERAL MEDICAID PAYMENTS	616,086.91	601,805.17	14,281.74	
		PROPERTY MANAGEMENT	- Total	2,683,919.76	2,356,945.86	313,134.37	
	1040	INFORMATION TECHNOLOGY	LOCAL FUND	19,060,659.10	18,480,714.52	579,944.58	
			FEDERAL GRANT FUND	4,777,268.11	5,298,081.50	205,880.58	
			FEDERAL MEDICAID PAYMENTS	13,382,015.48	19,516,940.84	(106,836.63)	
		INFORMATION TECHNOLOGY	- Total	37,219,942.69	43,295,736.86	678,988.53	
	1055	RISK MANAGEMENT	LOCAL FUND	1,749,580.92	1,746,950.99	2,629.93	
			FEDERAL GRANT FUND	2,753,458.11	2,652,122.91	36,917.66	
			FEDERAL MEDICAID PAYMENTS	780,956.70	661,446.00	-	
			SPECIAL PURPOSE REVENUE FUNDS (	200,000.00	65,030.74	134,969.26	
		RISK MANAGEMENT	- Total	5,483,995.73	5,125,550.64	174,516.85	
	1060	LEGAL SERVICES	LOCAL FUND	734,846.40	616,578.08	118,268.32	
			FEDERAL GRANT FUND	737,991.15	618,492.94	134,773.32	
		LEGAL SERVICES	- Total	1,472,837.55	1,235,071.02	253,041.64	
	1080	COMMUNICATIONS	LOCAL FUND	278,861.82	230,777.83	48,083.99	
			FEDERAL MEDICAID PAYMENTS	388,094.20	296,626.64	91,467.56	
		COMMUNICATIONS	- Total	666,956.02	527,404.47	139,551.55	
	1085	CUSTOMER SERVICE	FEDERAL MEDICAID PAYMENTS	61,271.40	67,669.21	(6,397.81)	
		CUSTOMER SERVICE	- Total	61,271.40	67,669.21	(6,397.81)	
	1090	PERFORMANCE MGMT	LOCAL FUND	1,864,112.08	1,367,677.27	496,434.81	
			FEDERAL GRANT FUND	412,619.24	293,434.32	39,593.43	
			FEDERAL MEDICAID PAYMENTS	809,743.42	802,258.28	7,485.14	
		PERFORMANCE MGMT	- Total	3,086,474.74	2,463,369.87	543,513.38	
	AGENCY MANAGEMENT - Total				52,009,222.27	56,357,790.55	
OPERATIONS	110F	BUDGET OPERATIONS	LOCAL FUND	316,583.76	299,979.57	16,604.19	
			FEDERAL GRANT FUND	1,107,415.25	524,927.94	499,924.71	
		BUDGET OPERATIONS	- Total	1,423,999.01	824,907.51	516,528.90	

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2017 APPROVED BUDGET	FY2017 ACTUALS	VARIANCE	Variance Explanations
AGENCY FINANCIAL OPERATIONS	120F	ACCOUNTING OPERATIONS	LOCAL FUND	277,182.41	332,541.09	(55,358.68)	Reprogramming inadvertently posted to Agency Management Program. Agency overall budget is in balance.
			FEDERAL GRANT FUND	2,439,332.36	3,842,134.57	(917,083.84)	
		ACCOUNTING OPERATIONS - Total		2,716,514.77	4,174,675.66	(972,442.52)	
	130F	ACFO	LOCAL FUND	261,496.96	225,391.97	36,104.99	
		ACFO - Total		261,496.96	225,391.97	36,104.99	
	140F	AGENCY FISCAL OFFICER	LOCAL FUND	31,040.00	26,660.40	4,379.60	
		AGENCY FISCAL OFFICER - Total		31,040.00	26,660.40	4,379.60	
	AGENCY FINANCIAL OPERATIONS - Total			4,433,050.74	5,251,635.54	(415,429.03)	
ECONOMIC SECURITY ADMINISTRATION	2011	BURIAL ASSISTANCE	LOCAL FUND	328,231.00	288,300.00	39,931.00	Surplus due to less than expected CASH payments to TANF clients. Positions eliminated by Council as part of FY18 budget had to remain vacant all year.  Fixed cost expenditures less than anticipated; TANF Jobs expenditure less than anticipated due to the postponement of the issuance of the new TEP Contracts due to the need to update the CATCH system to accommodate the requirement of these contracts, and underspending in MOUs funds.
		BURIAL ASSISTANCE - Total		328,231.00	288,300.00	39,931.00	
	2012	GENERAL ASSISTANCE FOR CHILDREN	LOCAL FUND	806,404.00	695,186.92	111,217.08	
		GENERAL ASSISTANCE FOR CHILDREN - Total		806,404.00	695,186.92	111,217.08	
	2013	INTERIM DISABILITY ASSISTANCE	LOCAL FUND	2,507,994.70	2,898,284.38	(390,289.68)	
			SPECIAL PURPOSE REVENUE FUNDS (	1,500,000.00	1,500,000.00	-	
		INTERIM DISABILITY ASSISTANCE - Total		4,007,994.70	4,398,284.38	(390,289.68)	
	2020	TEMPORARY ASST TO NEEDY FAMILIES (TANF)	FEDERAL GRANT FUND	23,860,685.78	54,079,118.81	(6,084,058.56)	
		TEMPORARY ASST TO NEEDY FAMILIES (TANF)		23,860,685.78	54,079,118.81	(6,084,058.56)	
	2021	CASH ASSISTANCE (TANF)	LOCAL FUND	44,899,480.00	41,552,128.79	3,347,351.21	
			FEDERAL GRANT FUND	23,242,170.00	16,307,405.00	(2,048,209.00)	
			OPERATING INTRA-DISTRICT FUNDS	1,300,000.00	1,299,984.14	15.86	
		CASH ASSISTANCE (TANF) - Total		69,441,650.00	59,159,517.93	1,299,158.07	
	2022	JOB OPPORTUNITY AND TRAINING (TANF)	LOCAL FUND	13,243,803.93	12,584,391.26	659,412.67	
			FEDERAL GRANT FUND	22,838,695.14	11,386,982.52	8,116,869.56	
		JOB OPPORTUNITY AND TRAINING (TANF)		36,082,499.07	23,971,373.78	8,776,282.23	
	2024	SUPPLEMENTAL FOOD ASSISTANCE	LOCAL FUND	1,300,000.00	1,155,189.00	144,811.00	
		SUPPLEMENTAL FOOD ASSISTANCE - Total		1,300,000.00	1,155,189.00	144,811.00	
	2030	CASE MANAGEMENT	LOCAL FUND	6,711,130.77	6,301,990.97	409,139.80	
			FEDERAL GRANT FUND	5,471,543.65	6,230,101.56	1,266,489.34	
			FEDERAL MEDICAID PAYMENTS	3,009,084.34	537,016.00	2,215,704.67	
		CASE MANAGEMENT - Total		15,191,758.76	13,069,108.53	3,891,333.81	
	2040	ELIGIBILITY DETERMINATION SERVICES	LOCAL FUND	43,066,374.95	41,212,594.41	(368,337.17)	
			FEDERAL GRANT FUND	11,681,309.64	11,208,800.90	(1,202,417.84)	
			FEDERAL MEDICAID PAYMENTS	7,759,399.29	8,392,927.53	(1,548,876.23)	
			SPECIAL PURPOSE REVENUE FUNDS (	775,000.00	447,131.73	(0.01)	
			OPERATING INTRA-DISTRICT FUNDS	1,463,899.12	1,328,766.39	-	
		ELIGIBILITY DETERMINATION SERVICES - Total		64,745,983.00	62,590,220.96	(3,119,631.25)	

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2017 APPROVED BUDGET	FY2017 ACTUALS	VARIANCE	Variance Explanations	
	2055	MONITORING AND QUALITY ASSURANCE	LOCAL FUND	761,644.48	231,686.46	529,958.02		
			FEDERAL GRANT FUND	4,136,001.41	2,958,963.27	(48,673.50)		
			FEDERAL MEDICAID PAYMENTS	-	666,828.44	(666,828.44)		
		MONITORING AND QUALITY ASSURANCE		4,897,645.89	3,857,478.17	(185,543.92)		
	2065	EARLY EDUCATION SUBSIDY TRANSFER	FEDERAL GRANT FUND	36,971,920.00	36,973,195.00	-		
		EARLY EDUCATION SUBSIDY TRANSFER		36,971,920.00	36,973,195.00	-		
ECONOMIC SECURITY ADMINISTRATION			- Total	257,634,772.20	260,236,973.48	4,483,209.78		
FAMILY SERVICES	5010	ADULT PROTECTIVE SERVICES	LOCAL FUND	1,305,202.72	1,526,842.54	(243,339.82)	The balance is due primarily following: Five positions were eliminated by Council for FY18, so those positions had to remain vacant for the balance of FY17. Concerns about overspending on emergency shelter for families resulted in OCFO freeze on hiring 12 new Youth Division positions until Q3. In Homeless Services Continuum, the challenges with finding willing landlords to lease to our clients led to delay in housing placements. Delays in expanding RRH provider pool/human care agreements slowed ability to meet demand. In addition to less than anticipated Fixed Cost expenditures, lapse in administrative component of the Shelter Plus Care Grant.	
	5020	DOMESTIC VIOLENCE SERVICES	LOCAL FUND	1,269,000.00	1,267,618.63	1,381.37		
			FEDERAL GRANT FUND	704,220.00	740,958.00	-		
		DOMESTIC VIOLENCE SERVICES		- Total	1,973,220.00	2,008,576.63		1,381.37
		5022	YOUTH SERVICES	LOCAL FUND	12,745,515.05	11,968,568.84		400,986.75
			FEDERAL GRANT FUND	331,598.26	293,796.37	-		
			OPERATING INTRA-DISTRICT FUNDS	88,000.00	547,656.59	-		
	YOUTH SERVICES		- Total	13,165,113.31	12,810,021.80	400,986.75		
	5035	PERMANENT SUPPORTIVE HOUSING-INDIVID	LOCAL FUND	-	17.65	(17.65)		
		PERMANENT SUPPORTIVE HOUSING-INDIVID		-	17.65	(17.65)		
	5037	HOMELESS SERVICES CONTINUUM - FAMILIES	LOCAL FUND	57,404,284.92	63,747,429.05	1,755,896.33		
			FEDERAL PAYMENTS	0.01	-	0.01		
			FEDERAL GRANT FUND	8,555,068.98	8,178,541.16	(27,449.43)		
		HOMELESS SERVICES CONTINUUM - FAMILIES		65,959,353.91	71,925,970.21	1,728,446.91		
	5038	HOMELESS SERVICES CONTINUUM-INDIVIDUALS	LOCAL FUND	44,132,430.79	41,943,427.27	1,767,103.52		
			FEDERAL GRANT FUND	3,999,783.54	2,936,618.73	(2,184.11)		
		HOMELESS SERVICES CONTINUUM-INDIVIDUALS		48,132,214.33	44,880,046.00	1,764,919.41		
	HOMELESS SERVICES CONTINUUM - GENERAL	LOCAL FUND	39,388,737.90	38,830,888.82	309,532.42			
		FEDERAL GRANT FUND	1,544,885.49	1,156,865.55	(84,495.01)			

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2017 APPROVED BUDGET	FY2017 ACTUALS	VARIANCE	Variance Explanations
	5039	HOMELESS SERVICES CONTINUUM - GENERAL		40,933,623.39	39,987,754.37	225,037.41	
		REFUGEE RESETTLEMENT	LOCAL FUND	-	11,618.61	(11,618.61)	
			FEDERAL GRANT FUND	1,399,534.00	1,537,780.40	764,355.98	
	5040	REFUGEE RESETTLEMENT	- Total	1,399,534.00	1,549,399.01	752,737.37	
		STRONG FAMILIES	LOCAL FUND	1,722,354.23	1,671,813.11	23,097.12	
			FEDERAL GRANT FUND	1,664,169.03	1,480,786.58	-	
	5060	STRONG FAMILIES	- Total	3,386,523.26	3,152,599.69	23,097.12	
		COMMUNITY SERVICES BLOCK GRANT	FEDERAL GRANT FUND	11,371,751.00	11,444,258.84	-	
			5090	COMMUNITY SERVICES BLOCK GRANT	-Total	11,371,751.00	
		SUBSIDY TRANSFER	FEDERAL GRANT FUND	230,526.37	252,791.00	-	
			5095	SUBSIDY TRANSFER	- Total	230,526.37	
FAMILY SERVICES - Total				189,585,308.13	190,812,068.28	4,977,758.89	
YR END CLOSE			SPECIAL PURPOSE REVENUE FUNDS (	-	(360.00)	360.00	
		- Total		-	(360.00)	360.00	
DEPARTMENT OF HUMAN SERVICES (JA0)				503,662,353.34	512,658,107.85	11,190,029.91	



**Attachment 14c**  
**FY 2018 BUDGET VS ACTUALS BY ACTIVITY**

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2018 APPROVED BUDGET	FY2018 YTD As of 12.31.18	VARIANCE
AGENCY MANAGEMENT	1010	PERSONNEL	LOCAL FUND	670,754.12	129,116.16	541,637.96
			FEDERAL GRANT FUND	675,981.83	197,424.75	478,557.08
		<b>PERSONNEL</b>	<b>- Total</b>	<b>1,346,735.95</b>	<b>326,540.91</b>	<b>1,020,195.04</b>
	1017	LABOR MANAGEMENT PARTN	LOCAL FUND	130,699.88	33,187.98	97,511.90
			<b>LABOR MANAGEMENT PARTN</b>	<b>- Total</b>	<b>130,699.88</b>	<b>33,187.98</b>
	1030	PROPERTY MANAGEMENT	LOCAL FUND	1,646,988.31	114,728.76	1,532,259.55
			FEDERAL MEDICAID PAYMEN	750,998.61	81,048.65	669,949.96
		<b>PROPERTY MANAGEMENT</b>	<b>- Total</b>	<b>2,397,986.92</b>	<b>195,777.41</b>	<b>2,202,209.51</b>
	1040	INFORMATION TECHNOLOGY	LOCAL FUND	18,673,934.56	847,811.28	17,826,123.28
			FEDERAL GRANT FUND	6,576,694.75	908,889.08	5,667,805.67
			FEDERAL MEDICAID PAYMEN	17,346,385.25	885,684.87	16,460,700.38
		<b>INFORMATION TECHNOLOGY</b>	<b>- Total</b>	<b>42,597,014.56</b>	<b>2,642,385.23</b>	<b>39,954,629.33</b>
	1055	RISK MANAGEMENT	LOCAL FUND	1,524,267.96	266,543.29	1,257,724.67
			FEDERAL GRANT FUND	3,160,774.10	735,436.77	2,425,337.33
			FEDERAL MEDICAID PAYMEN	795,874.56	201,248.98	594,625.58
			SPECIAL PURPOSE REVENUE F	200,000.00	-	200,000.00
		<b>RISK MANAGEMENT</b>	<b>- Total</b>	<b>5,680,916.62</b>	<b>1,203,229.04</b>	<b>4,477,687.58</b>
	1060	LEGAL SERVICES	LOCAL FUND	592,349.01	134,225.95	458,123.06
			FEDERAL GRANT FUND	751,457.98	137,895.79	613,562.19
		<b>LEGAL SERVICES</b>	<b>- Total</b>	<b>1,343,806.99</b>	<b>272,121.74</b>	<b>1,071,685.25</b>
	1080	COMMUNICATIONS	LOCAL FUND	278,411.92	64,675.73	213,736.19
			FEDERAL MEDICAID PAYMEN	366,636.70	86,851.45	279,785.25
		<b>COMMUNICATIONS</b>	<b>- Total</b>	<b>645,048.62</b>	<b>151,527.18</b>	<b>493,521.44</b>
		CUSTOMER SERVICE	FEDERAL MEDICAID PAYMEN	60,702.71	17,215.95	43,486.76

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2018 APPROVED BUDGET	FY2018 YTD As of 12.31.18	VARIANCE	
	1085	CUSTOMER SERVICE - Total		60,702.71	17,215.95	43,486.76	
			LOCAL FUND	1,345,311.53	379,928.70	965,382.83	
			FEDERAL GRANT FUND	780,980.24	97,664.68	775,310.42	
			FEDERAL MEDICAID PAYMEN	820,201.09	209,285.42	610,915.67	
	1090	PERFORMANCE MGMT - Total		2,946,492.86	686,878.80	2,351,608.92	
AGENCY MANAGEMENT - Total				57,149,405.11	5,528,864.24	51,712,535.73	
AGENCY FINANCIAL OPERATIONS	110F	BUDGET OPERATIONS	LOCAL FUND	250,507.16	42,232.37	208,274.79	
			FEDERAL GRANT FUND	1,043,142.10	93,928.91	857,218.33	
		BUDGET OPERATIONS - Total		1,293,649.26	136,161.28	1,065,493.12	
	120F	ACCOUNTING OPERATIONS	LOCAL FUND	248,368.58	39,074.49	209,294.09	
			FEDERAL GRANT FUND	2,473,216.08	599,598.37	1,873,617.71	
		ACCOUNTING OPERATIONS - Total		2,721,584.66	638,672.86	2,082,911.80	
	130F	ACFO	LOCAL FUND	258,945.41	54,860.10	204,085.31	
		ACFO - Total		258,945.41	54,860.10	204,085.31	
AGENCY FINANCIAL OPERATIONS - Total				4,274,179.33	829,694.24	3,352,490.23	
NON	2011	BURIAL ASSISTANCE	LOCAL FUND	378,231.00	9,350.00	368,881.00	
		BURIAL ASSISTANCE - Total		378,231.00	9,350.00	368,881.00	
		2011 - Total		378,231.00	9,350.00	368,881.00	
	2012	GENERAL ASSISTANCE FOR CHILDREN	LOCAL FUND	806,404.00	166,277.00	640,127.00	
		GENERAL ASSISTANCE FOR CHILDREN - Total		806,404.00	166,277.00	640,127.00	
	2013	INTERIM DISABILITY ASSISTANCE	LOCAL FUND	2,529,209.82	998,431.00	1,530,778.82	
			SPECIAL PURPOSE REVENUE F	1,500,000.00	-	1,500,000.00	
		INTERIM DISABILITY ASSISTANCE - Total		4,029,209.82	998,431.00	3,030,778.82	
	2020	TEMPORARY ASST TO NEEDY FAMILIES (TANF)	FEDERAL GRANT FUND	5,319,000.00	-	6,619,000.00	
		TEMPORARY ASST TO NEEDY FAMILIES (TANF) - Total		5,319,000.00	-	6,619,000.00	
			CASH ASSISTANCE (TANF)	LOCAL FUND	52,756,113.00	10,637,942.52	42,118,170.48
				FEDERAL GRANT FUND	15,894,587.00	2,182,451.00	11,444,846.80

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2018 APPROVED BUDGET	FY2018 YTD As of 12.31.18	VARIANCE	
ECONOMIC SECURITY ADMINISTRATION	2021		OPERATING INTRA-DISTRICT I	1,300,000.00	-	1,300,000.00	
		CASH ASSISTANCE (TANF) - Total		69,950,700.00	12,820,393.52	54,863,017.28	
	2022	JOB OPPORTUNITY AND TRAINING (TANF)	LOCAL FUND	9,005,601.10	325,707.70	8,679,893.40	
			FEDERAL GRANT FUND	21,461,475.00	1,001,271.32	21,427,492.88	
		JOB OPPORTUNITY AND TRAINING (TANF) - Total		30,467,076.10	1,326,979.02	30,107,386.28	
	2024	SUPPLEMENTAL FOOD ASSISTANCE	LOCAL FUND	1,300,000.00	246,600.00	1,053,400.00	
		SUPPLEMENTAL FOOD ASSISTANCE - Total		1,300,000.00	246,600.00	1,053,400.00	
	2030	CASE MANAGEMENT	LOCAL FUND	7,107,847.79	1,543,270.61	5,564,577.18	
			FEDERAL GRANT FUND	7,537,119.41	1,244,865.36	6,292,254.05	
			FEDERAL MEDICAID PAYMEN	3,232,807.12	1,031,122.62	2,201,684.50	
		CASE MANAGEMENT - Total		17,877,774.32	3,819,258.59	14,058,515.73	
	2040	ELIGIBILITY DETERMINATION SERVICES	LOCAL FUND	42,358,972.12	11,317,333.75	31,041,638.37	
			FEDERAL GRANT FUND	13,749,612.99	2,519,940.67	11,229,672.32	
			FEDERAL MEDICAID PAYMEN	7,875,955.69	1,585,531.28	6,290,424.41	
			SPECIAL PURPOSE REVENUE F	100,000.00	13,030.62	86,969.38	
		OPERATING INTRA-DISTRICT I	1,482,183.04	305,201.82	1,176,981.22		
	ELIGIBILITY DETERMINATION SERVICES - Total		65,566,723.84	15,741,038.14	49,825,685.70		
	2055	MONITORING AND QUALITY ASSURANCE	LOCAL FUND	758,671.08	185,666.25	573,004.83	
			FEDERAL GRANT FUND	4,034,517.24	919,772.68	3,114,744.56	
	MONITORING AND QUALITY ASSURANCE - Total		4,793,188.32	1,105,438.93	3,687,749.39		
	2065	EARLY EDUCATION SUBSIDY TRANSFER	FEDERAL GRANT FUND	36,973,195.00	-	36,973,195.00	
		EARLY EDUCATION SUBSIDY TRANSFER - Total		36,973,195.00	-	36,973,195.00	
	ECONOMIC SECURITY ADMINISTRATION - Total				237,461,502.40	36,233,766.20	201,227,736.20
		5010	ADULT PROTECTIVE SERVICES	LOCAL FUND	1,294,309.38	241,966.07	1,052,343.31
				FEDERAL GRANT FUND	1,782,508.74	328,676.11	1,453,832.63
			ADULT PROTECTIVE SERVICES - Total		3,076,818.12	570,642.18	2,506,175.94
			DOMESTIC VIOLENCE SERVICES	LOCAL FUND	1,350,575.00	-	1,350,575.00
FEDERAL GRANT FUND				726,886.00	-	726,886.00	

PROGRAM	ACTIVITY No.	ACTIVITY	FUND	FY 2018 APPROVED BUDGET	FY2018 YTD As of 12.31.18	VARIANCE
FAMILY SERVICES	5020	DOMESTIC VIOLENCE SERVICES - Total		2,077,461.00	-	2,077,461.00
		YOUTH SERVICES	LOCAL FUND	19,365,403.72	1,615,580.22	17,749,823.50
			FEDERAL GRANT FUND	329,939.43	43,727.09	286,212.34
			OPERATING INTRA-DISTRICT I	84,712.76	19,320.60	65,392.16
	5022	YOUTH SERVICES - Total		19,780,055.91	1,678,627.91	18,101,428.00
		HOMELESS SERVICES CONTINUUM - FAMILIES	LOCAL FUND	114,415,673.84	18,524,468.02	95,891,205.82
			FEDERAL GRANT FUND	10,378,567.38	330,745.21	10,047,822.17
	5037	HOMELESS SERVICES CONTINUUM - FAMILIES - Total		124,794,241.22	18,855,213.23	105,939,027.99
		HOMELESS SERVICES CONTINUUM-INDIVIDUALS	LOCAL FUND	44,013,861.38	3,982,841.84	40,031,019.54
			FEDERAL GRANT FUND	4,517,883.75	350,969.32	4,166,914.43
	5038	HOMELESS SERVICES CONTINUUM-INDIVID. - Total		48,531,745.13	4,333,811.16	44,197,933.97
		HOMELESS SERVICES CONTINUUM - GENERAL	LOCAL FUND	41,004,247.83	2,698,315.82	38,305,932.01
			FEDERAL GRANT FUND	1,047,290.59	284,430.12	762,860.47
	5039	HOMELESS SERVICES CONTINUUM - GENERAL - Total		42,051,538.42	2,982,745.94	39,068,792.48
		REFUGEE RESETTLEMENT	FEDERAL GRANT FUND	3,165,772.14	91,662.59	3,074,109.55
	5040	REFUGEE RESETTLEMENT - Total		3,165,772.14	91,662.59	3,074,109.55
		STRONG FAMILIES	LOCAL FUND	1,202,995.92	137,001.96	1,065,993.96
			FEDERAL GRANT FUND	1,667,692.65	323,446.44	1,344,246.21
	5060	STRONG FAMILIES - Total		2,870,688.57	460,448.40	2,410,240.17
		COMMUNITY SERVICES BLOCK GRANT	FEDERAL GRANT FUND	12,143,414.01	2,714,727.97	9,428,686.04
	5090	COMMUNITY SERVICES BLOCK GRANT - Total		12,143,414.01	2,714,727.97	9,428,686.04
		SUBSIDY TRANSFER	FEDERAL GRANT FUND	230,526.00	-	230,526.00
	5095	SUBSIDY TRANSFER - Total		230,526.00	-	230,526.00
FAMILY SERVICES - Total				258,722,260.52	31,687,879.38	227,034,381.14
DHS PCARD POOL		DHS PCARD POOL	LOCAL FUND	-	91,851.26	(91,851.26)
	9221	DHS PCARD POOL - Total		-	91,851.26	(91,851.26)
DEPARTMENT OF HUMAN SERVICES (JA0) - Total				557,607,347.36	74,372,055.32	483,235,292.04

Attachment 14d																					
FY 2016 Projected Lapsed Grants Report																					
Grant Name	Program Manager	Grant Type F = Federal P = Private	CFDA # (Federal)	Grant Number	Grant Phase	Grant Begin Date	Grants with end dates between 10/1/2015 and 09/30/16	Total Grant Award Amount	Expenditures prior to FY 2016 (including IDCR)	Year-to-date Grant Balance	Revised FY 16 Budget	Cash/Accr/ID Expend's	Unexpended Grant Award	Unexpended Budget Authority	Encumbrance	Pre- encumbrance	Current Yr Obligations	Total Cumulative Obligations	Forecasted Obligations	Grant Lapse (Grant Award <i>less</i> Total Oblig's)	Comments
SHELTER PLUS CARE GRANT	Allison Tucker	F	14.267	41SPCG	14	2/1/2015	1/31/2016	\$4,281,140.00	\$2,557,270.57	\$1,723,869.43	\$1,723,869.43	\$1,421,902.80	301,966.63	301,966.63	0.00	0.00	1,421,902.80	3,979,173.37	0.00	301,966.63	The Shelter Plus Care lapse is related primarily to administrative funds with a very small portion tied to Permanent Supportive Housing rental assistance. There are very rigorous administrative tracking requirements to access the administrative portion of the grant. Of the lapsed amount, 90% of the funds were tied to the administrative component of the grant.
EMERGENCY SOLUTIONS GRANT	Delancia Browning	F	14.231	42ESGH	14	10/1/2014	9/30/2016	\$1,165,369.00	\$701,853.22	\$463,515.78	\$463,515.78	\$341,817.62	121,698.16	121,698.16	0.00	0.00	341,817.62	1,043,670.84	0.00	121,698.16	HUD performed audit on ESG funds and placed temporary hold on spending; resulted in lapsed funds.
TOTAL								\$5,446,509.00	\$3,259,123.79	\$2,187,385.21	\$2,187,385.21	\$1,763,720.42	\$423,664.79	\$423,664.79	\$0.00	\$0.00	\$1,763,720.42	\$5,022,844.21	\$0.00	\$423,664.79	

Attachment 14e																					
FY 2017 Projected Lapsed Grants Report																					
Grant Name	Program Manager	Grant Type = Federal P = Private	CFDA # (Federal)	Grant Number	Grant Phase	Grant Begin Date	Grants with end dates between 10/1/2016 and 09/30/17	Total Grant Award Amount	Expenditures prior to FY 2017 (including IDCR)	Year-to-date Grant Balance	Revised FY 17 Budget	Cash/Accr/ID Expend's	Unexpended Grant Award	Unexpended Budget Authority	Encumbrance	Pre-encumbrance	Current Yr Obligations	Total Cumulative Obligations	Forecasted Obligations	Grant Lapse (Grant Award less Total Oblig's)	Comments
Shelter Plus Care Grant	Dallas Williams	F	14.267	51SPCG	15	2/1/2016	1/31/2017	\$4,772,036.00	\$2,930,049.56	\$1,841,986.44	\$1,841,986.44	\$1,631,604.97	#####	\$ 210,381.47	\$ -	\$ -	\$1,631,604.97	\$4,561,654.53	\$ -	\$ 210,381.47	The Shelter Plus Care lapse is related primarily to administrative funds with a very small portion (approximately 1.4% of total grant) tied to Permanent Supportive Housing rental assistance. DHS attempted to reallocate administrative funds toward rental assistance, but HUD rejected the request. In the case of this specific Shelter Plus Care grant period, there were insufficient case management service slots available to match the rental assistance, which resulted in the small amount of unspent rental funds. DHS has already implemented changes to expend the full amount of administrative funds going forward and is partnering with community providers to expand the level of case management services to fully leverage the rental assistance funds.
TOTAL								\$4,772,036.00	\$2,930,049.56	\$1,841,986.44	\$1,841,986.44	\$1,631,604.97	\$210,381.47	\$210,381.47	\$0.00	\$0.00	\$1,631,604.97	\$4,561,654.53	\$0.00		

NOTE: There was no Emergency Solutions Grant lapse for FY17.

**Attachment 15 - FY17 Intradistrict Transfers**

	<b>Seller</b>	<b>Buyer</b>	<b>Program / Activity Code</b>	<b>FUND</b>	<b>DESCRIPTION OF MOU</b>	<b>MOU AMOUNT</b>	<b>Transfer Date</b>	<b>LOI</b>
a	CFO/OFT	DHS	Economic Security Adminstration/ 2040	FEDERAL	EBT - The issuance of TANF Electronic Benefits Transfer (EBT) cards, training, customer services, & services to implement the federal Middle Class Tax Relief and Job Creation Act of 2012.	311,400.00	9/30/2017	NO
b	CFO/OFT	DHS	Economic Security Adminstration/ 2040	FEDERAL	EBT - Food Stamp electronic benefit transactions. DHS invoices OFT for administration of the issuance of Food Stamp benefits & re-issuance of EBT cards, training and customer service provided by OFT in coordination with the District's EBT contractor, eFunds Corp.	485,690.00	N/A	NO
c	OSSE	DHS	Economic Security Administration/ Family Service 2065/5095	FEDERAL	To subsidize child care services for low-income families, so that they may participate in work-related activities	37,202,446.00	6/14/2017; 7/28/17	YES
d	DBH	DHS	Economic Security Adminstration/ 2022	LOCAL	To implement substance abuse treatment plans for approximately 230 ESA clients, to include access to Non-Medicaid funded services such as detoxification, case management, etc.	650,000.00	9/30/17	YES
e	OSSE	DHS	Economic Security Adminstration/ 2020	FEDERAL	To provide financial assistance for eligible TANF recipients to pursue post-secondary degrees or certificate programs offered by accredited colleges, universities or 2 yr community colleges	250,000.00	1/17/17	YES
f	OAG	DHS	Agency Management Program /1055 Economic Security Administration / 2040	FEDERAL/SPECIAL PURPOSE REVENUE	To provide litigation, advice-giving & programmatic support with reference to welfare fraud cases	187,580.00	3/29/17	YES
g	DCPS	DHS	Economic Security Adminstration/ 2020	FEDERAL	Case Management services to address the unique academic & development issues confronting teen parents.	400,000.00	5/11/17	NO
h	OLA	DHS	Economic Security Adminstration/ 2040	LOCAL/FEDERAL	To provide guidance to public benefits & other DHS services for Latino District residents	200,000.00	1/31/17	YES
i	OAPIA	DHS	Economic Security Adminstration/ 2040	LOCAL	To provide guidance to public benefits & other DHS svcs for Asian Pacific Islanders	193,058.00	1/19/17	YES
j	DBH	DHS	Economic Security Adminstration/ 2022	LOCAL	To co-locate 4 DBH mental health staff @ 2 ESA Assessmt Ctrs to help TANF customers overcome mental health barriers, and guide & assist ESA staff.	420,927.48	8/31/17	YES
k	OCTO	DHS	Economic Security Adminstration/ 2022	LOCAL	Software assurance services, i.e., verification and testing, for compliance with OCTO Standard for DHS/OIS developed Customer Assessment and Tracking Case History (CATCH2) application, and documentation.	80,000.00	3/20/17	NO
l	DHS	OSSE	Economic Security Adminstration/ 2040	INTRA-DISTRICT	To support the DHS Child Care Services Division to determine eligibility for child care services under the subsidy	1,463,899.00	07/28/17	YES

	Seller	Buyer	Program / Activity Code	FUND	DESCRIPTION OF MOU	MOU AMOUNT	Transfer Date	LOI
m	DHS	DDOE	Economic Security Adminstration/ 2021	INTRA-DISTRICT	To transfer an standard utility allowance (SUA) energy assistance benefit of \$20.01 to SNAP receipients in accordance with the Heat & Eat program under the Low Income Home Energy Assistance Program (LIHEAP)	1,300,000.00	08/15/17	YES
n	DOES	DHS	Economic Security Adminstration/ 2022	FEDERAL	Identifying and referring TANF customers to the Learn Earn Advance Program (LEAP) to facilitate access to obtaining career tracts.	990,000.00	5/18/17	NO
o	DOES	DHS	Economic Security Adminstration/ 2030	FEDERAL	FSET expansion of year round youth employment program; provide occupational skills training, work-based learning, job readiness, placement - MODIFICATION 2 - increases number of participants	2,126,686.40	8/16/17	YES
p	EOM	DHS	Economic Security Adminstration/ 2030	FEDERAL	To expand upon ESA/FSET program by providing educational services, resources and job palcement for Returning Citizens	150,000.00	9/12/17	NO
q	DOH	DHS	Economic Security Adminstration/ 2020	FEDERAL	Teen Pregnancy Prevention Program	800,000.00	6/16/17	NO
r	UDC	DHS	Economic Security Adminstration/ 2020	LOCAL/FEDERAL	TANF portion - Paving Access Trails for Higher Secruty (PATHS) training and employment support services for TANF customers.	2,981,475.00	N/A	NO
s	HBX	DHS	Economic Security Adminstration/ 2040	SPECIAL PURPOSE REVENUE	Determine individual/family eligibility under Exchange Programs with Financial Assistance; enrollment in a Qualified Health and Denal Plan	728,000.00	N/A	YES
t	DCHR	DHS	Agency Management Program /1090	LOCAL	To support one (1) participant of the Job Circle Program	44,567.00	11/4/2016	NO
u	DCHR	DHS	Economic Security Adminstration/ 2040 Family Services Adminstration/5038	LOCAL	To support one (1) intern for DLP Year Round internship program and (1) intern for the Summer Internship program	25,506.00	7/7/17	NO
v	DOH	DHS	Family Service Adminisration / 5038	LOCAL	Pest Control for Shelter locations	40,000.00	4/11/17	NO
w	DGS	DHS	Family Service Adminisration / 5037	LOCAL	To provide security coverage at Virgina Resource Center	469,277.82		NO
x	DHS	CFSA	Family Service Adminisration / 5022	INTRA-DISTRICT	To support the expansion of the PASS program	82,546.00	09/28/17	YES
y	OAG	DHS	Family Service Administration/ 5010	LOCAL	To establish the terms and conditions under which OAG shall provide legal services to DHS' Vulnerable Adult population	60,000.00	2/23/2017	YES
z	EOM	DHS	Family Service Adminisration / 5022	LOCAL	To provide an LGBTQ housing specialist (FTE) at the Office of LGBTQ Affairs, small grants to develop LGBTQ organizations, and the creation (and now implementation) of the LGBTQ competency training all DC housing providers are required to attend.	106,000.00	1/4/17	NO



	Seller	Buyer	Program / Activity Code	FUND	DESCRIPTION OF MOU	MOU AMOUNT	Transfer Date	LOI
aa	DGS	DHS	Family Service Administration/ 5038	LOCAL	To support the appropriate DGS personnel and security to supplement the security coverage provided by TCP as needed.	262,520.12	5/22/2017	NO
bb	DGS	DHS	Family Service Administration/ 5039/5038	LOCAL	To provide additional security at Adams Place	371,043.74		NO
cc	OCTO	DHS	Economic Security Adminstration/ 2040	LOCAL	Taylor Street upgrade	253,217.67	7/5/2017	NO
dd	DHS	DYRS	Family Service Adminisration / 5022	INTRA-DISTRICT	To provide funding for Youths under the supervision of DYRS to receive Transitional Housing services	370,000.00	02/06/17	NO
ee	DHS	OVS	Family Service Adminisration / 5022	INTRA-DISTRICT	To support the expansion of the ACE program	100,000.00	09/30/17	NO
ff	CFSA	DHS	Family Service Adminisration / 5040	FEDERAL	To provide residential foster care and social services to unaccompanied refugee minors.	1,823,343.70	8/29/17	YES
gg	DOH	DHS	Economic Security Administration/2030	FEDERAL	The purpose of the MOU is to establish the terms and conditions under which DOH shall implement the provision of SNAP-Ed programs and Services.	1,555,778.00	N/A	NO
hh	OCTO	DHS	Agency Management program/1040	LOCAL/FEDERAL	To support the Operations and Maintenance of the DC Access system.	13,929,611.77	1/19/2017	NO
ii	DHCF	DHS	Agency Management program/1040	LOCAL/FEDERAL	To lay out the responsibilities of DHS and DHCF with regards to the implementation, Operation & Maintenance of the DCAS System and to clarify the terms with regard to the cost allocation and funding.	20,390,369.00	2/16/2017	NO
jj	DCHA	DHS	Family Services Administration/ 5037	LOCAL	To administer FRSP rental assistance payments, and for DHCA and DHS to work together to stabilize the housing of FRSP families and streamline the monthly rental payments of FRSP subsidies participating landlords	21,000,000.00	N/A	NO
kk	DCHA	DHS	Family Services Administration/ 5038	LOCAL	To administer PSHP rental assistance payments, and for DHCA and DHS to work together to stabilize the housing of PSHP families and streamline the monthly rental payments of PSHP subsidies participating landlords	11,814,710.00	N/A	NO

## Attachment 15 - FY18 Intradistrict Transfers

	SELLER Agency	BUYER Agency	Program / Activity Code	FUND	DESCRIPTION OF MOU	MOU AMOUNT	Transfer Date	LOI
a	EOM	DHS	Family Service Adminisration / 5022	LOCAL	To provide an LGBTQ housing specialist (FTE) at the Office of LGBTQ Affairs, small grants to develop LGBTQ organizations, and the creation (and now implementation) of the LGBTQ competency training all DC housing providers are required to attend.	156,000.00	12/6/2017	NO
b	DHS	DYRS	Family Service Adminisration / 5022	INTRA-DISTRICT	To provide funding for youth under the supervision of DYRS to receive Transitional Housing services	370,000.00	TBD	NO
c	DOH	DHS	Family Service Adminisration / 5039	LOCAL	To provide pest control for various shelter locations	46,000.00	12/19/2017	NO
d	OAG	DHS	Family Service Administration/ 5010	LOCAL	To establish the terms and conditions under which OAG shall provide legal services to DHS' Vulnerable Adult population	60,000.00	11/17/2017	YES
e	DCHR	DHS	Economic Security Adminstration/ 2040 Family Services Adminstration/5038	LOCAL	To support one (1) intern for DLP Year Round Internship Program and (1) intern for the Summer Internship Program	25,800.00	12/19/17	NO
f	OCP	DHS	Agency Management program/1010	LOCAL	To support training, travel, equipment, supplies, & other services to DHS procurement team	10,000.00	12/1/2017	NO
g	DGS	DHS	Economic Security Adminstration/ 2040 Family Services Adminstration/5039 Agency Management Program / 1090	LOCAL/FEDERAL	To provide Parking permits for DHS	156,587.80	1/30/18	NO
h	DCHR	DHS	Economic Security Adminstration/ 2040 Family Services Adminstration/5039/5038 Agency Management Program / 1010	LOCAL	To provide suitability checks for employment	37,675.00	10/18/17	NO
i	OAPIA	DHS	Economic Security Adminstration/ 2040	LOCAL	To provide guidance to public benefits & other DHS svcs for Asian Pacific Islanders	193,058.00	12/22/17	YES
j	DOES	DHS	Economic Security Adminstration/ 2030	FEDERAL	To expand FSET year round youth employment program; provide occupational skills training, work-based learning, job readiness, placement - MODIFICATION 2 - increases number of participants	2,126,686.40	12/27/17	YES
k	DOH	DHS	Economic Security Adminstration/ 2020	FEDERAL	To provide Teen Pregnancy Prevention Program	800,000.00	1/8/18	NO
l	DHCF	DHS	Agency Management program/1040	LOCAL/FEDERAL/CAPITAL	To lay out the responsibilities of DHS and DHCF with regards to the implementation, Operation & Maintenance of the DCAS System and to clarify the terms with regard to the cost allocation and funding.	27,483,149.75	10/13/2017	NO
m	OAG	DHS	Agency Management Program /1055 Economic Security Administration / 2040	SPECIAL PURPOSE REVENUE	To provide litigation, advice-giving & programmatic support with reference to welfare fraud cases	191,140.00	TBD	YES

	SELLER Agency	BUYER Agency	Program / Activity Code	FUND	DESCRIPTION OF MOU	MOU AMOUNT	Transfer Date	LOI
n	EOM	DHS	Economic Security Administration/ 2030	FEDERAL	To expand upon ESA/FSET program by providing educational services, resources and job placement for Returning Citizens	150,000.00	TBD	NO
o	DCHA	DHS	Family Services Administration/ 5037	LOCAL	DHS to provide funding and other resources to DCHA required to administer FRSP rental assistance payments, and for DHCA and DHS to work together to stabilize the housing of FRSP families and streamline the monthly rental payments of FRSP subsidies participating landlords	23,715,422.80	N/A	NO
p	DCHA	DHS	Family Services Administration/ 5038	LOCAL	DHS to provide funding and other resources to DCHA required to administer PSHP rental assistance payments, and for DHCA and DHS to work together to stabilize the housing of PSHP families and streamline the monthly rental payments of PSHP subsidies participating landlords	11,814,710.00	N/A	NO

**Attachment 16 - Reprogrammings  
FY17 and FY18**

DATE	AMOUNT	FUNDING	FROM - PROG/ACTIVITY/CSG	TO - PROG/ACTIVITY/CSG	REASON
14-Feb-17	\$1,800,000.00	LOCAL	Contingency Cash allocations	Family Services Admin/HSC FAMILIES/5037/0501	The funds were needed to support families experiencing homelessness
20-Mar-17	\$5,500,000.00	LOCAL	Contingency Cash allocations	Family Services Admin/HSC FAMILIES/5037/0501	The funds were needed to support families experiencing homelessness
21-Jul-17	\$ 2,638,067.90	LOCAL	Family Services Admin/HSC FAMILIES/5039/0307/0306/0304 Economic Security Administration/ 2040/0309 Agency Management Program/1030/0301	Part of a larger reprogramming completed by EOM	

**Attachment 17 - Reprogrammings  
FY 2017**

DATE	AMOUNT	FUNDING	FROM - PROG/ACTIVITY/CSG	TO - PROG/ACTIVITY/CSG	REASON
27-Oct-16	\$154,794.00	LOCAL	1) - Family Service Admin/HSC Families (5037), HSC Individuals (5038), Youth (5022), Adult Protective Services (5010), Strong Families (5060) HSC Operations (5039) - 0201, 0402, 0419) Adult Protective Services (5010) - 0219.	Family Services Admin/HSC Operations/0201, 0219, 0402, 0419.	To centralize FSA's supplies and training/out-of-city travel funds
9-Dec-16	\$15,000.00	LOCAL	Family Services Admin/HSC Individual PSH and TAH, HSC Families TAH - 0501	Family Services Admin/HSC Individual, HSC Families - 0710	To purchase IT Hardware for additional staff in the Homless Services Continuum Program.
13-Dec-16	\$1,573,144.40	FEDERAL	Economic Security Admin/TANF Cash Assitance(2040) - 0504	Economic Security Admin/TANF Other Basic Assitance (2040) - 0501, 0111, 0147	To provide tech support for the CATCH system to meet the requirements for the TEP solicitation.
14-Dec-16	\$8,000,000.00	FEDERAL	Economic Security Admin/TANF Employment Program/ TANF Cash/ (2040) - 0501 & 0504	Economic Security Admin/TANF Other Basic Assitance (2040) - 0501	To provide services for Homeless Services Families in Shelter.
17-Feb-17	\$1,200,000.00	FEDERAL	Agency Management Program/ Information Systems (1040)	Agency Management Program/ Information Systems (1040)	To align the DCAS funds to support MOU with OCTO.
27-Feb-17	\$33,091.00	FEDERAL	Family Services Admin/Domestic Violence/0201,0219,0401,0402,0404,0419,0424,0702,0704,0710	Family Services Admin/Domestic Violence (5020)/0409	To align budget with program spending.
15-Mar-17	\$14,040,160.00	FEDERAL	Economic Security Admin/Cash Assistance (2021)/TANF (2020)/Job Opportunity (2022) - 0504,0501	Economic Security Admin/Cash Contingency, Employment Program, Eligible Homelss Families,UDC Paths Initiative - 0504 & 0501	To support the TEP contracts and the MOA with UDC.
24-Mar-17	\$21,649.83	FEDERAL	Family Services Admin/Refugee(5040) - 0111 & 0147	Family Services Admin/Refugee(5040) - 0409	To provide Job readiness training and supplement job training services for Refugee clients.
24-Mar-17	\$24,760.00	FEDERAL	Family Services Admin/Refugee(5040) - 0111 & 0147	Family Services Admin/Refugee(5040) - 0504	To align budget with projected spending.
5-Apr-17	\$202,070.66	FEDERAL	Agency Management Program/ Performance Management (1090)	Agency Management Program/ Office of Information Systems (1040)	To align budget with projected spending and to support the operating and maintenance phase of the DC Access System.
18-Apr-17	\$1,000,000.00	LOCAL	Family Services Admin/HSC Families (5037), HSC Individuals (5038), Youth (5022) - 0111-0147-0125,0121	Family Services Admin/HSC Families (5037) - 0501	To support services out-the-door FSA households experiencing homelessness.
9-Jun-17	\$100,358.00	FEDERAL	Family Services Admin/HSC Individuals (5038) - 0501	Family Services Admin/HSC Families (5037) - 0501/0111/0147	To align the budget with projected spending.
9-Jun-17	\$200,001.00	FEDERAL	Economic Security Admin/TANF Employment Program (2040) - 0501	Economic Security Admin/TANF Teen Pregnancy Prevention (2040) - 0501	To strengthen clinical systems to improve adolescent health, build social emotional skills and self-sufficiency of adolescents and mobilize and educate community partners and key
16-Jun-17	\$2,291,906.53	FEDERAL	Economic Security Admin/TANF CASH (2040) - 0501	Economic Security Admin/TANF Other Program Initiative (2040) - 0501	Funds are needed to align budget with projected expenditures by shifting costs for TANF eligible families
3-Jul-17	\$86,584.34	FEDERAL	Family Services Admin/CSBG (5090) - 0111,0147	Family Services Admin/CSBG (5090) - 0409	To align the budget with projected expenditures for CCNV procurement.
17-Jul-17	\$3,086,994.00	FEDERAL	Economic Security Admin/TANF Employment Program (2040) - 0501	Economic Security Admin/TANF Teen Pregnancy Prevention Program (2040) - 0501	To align budget with projected expenditures for TANF Cash Assistance.
25-Jul-17	\$60,000.00	FEDERAL	Agency Financial Operations/Accounting Operations/0111 & 0147	Agency Management/Performance Management/0702/\$60,000.00	To procure a pickup truck that will allow the agency to transport equipment. DHS has
28-Jul-17	\$150,000.00	FEDERAL	Family Services Admin/Refugee (5040) - 0111,0147	Family Services Admin/Refugee (5040) - 0501	These funds are needed to provide residential foster and congregate care services for (40) unaccompanied refugee minors
21-Aug-17	\$150,000.00	FEDERAL	Economic Security Admin/FSET(2030) - 0111, 0147	Economic Security Admin/FSET (2030) - 0409	To align budget with projected expenditures for FSET Program.

## Attachment 17 - Reprogrammings FY 2018

DATE	AMOUNT	FUNDING	FROM - PROG/ACTIVITY/CSG	TO - PROG/ACTIVITY/CSG	REASON
11-Oct-17	\$2,267,289.20	FEDERAL	Economic Security Admin/TANF CASH (2021) - 0504	Economic Security Admin/Home Visits Initiative (2020), TANF JOBS - CATCH IT Redesign Project - 0501	To provide services as needed for TANF Home Visit Initiative and the TANF CATCH IT Redesign Project.
17-Oct-17	\$540,956.00	FEDERAL	Economic Security Admin/TANF Employment Program (2030) - 0501	Economic Security Admin/Teen Pregnancy Prevention (2021) - 0501	To align budget with projected expenditures for TANF Cash Assistance.
20-Nov-17	\$91,994.86	FEDERAL	Agency Performance Mgt/Office of the Director(1090)/0409	Agency Financial Operations/Budget Operations(110F)/0522	behalf of DHS. DHS recognizes that DGS is authorized pursuant to Section 10-551.01 of the DC Official Code to acquire and manage
20-Dec-17	\$19,000.00	FEDERAL	Economic Security Admin/TANF ONE Congregation (2030) - 0501 and 0702	Economic Security Admin/TANF ONE Congregation (2030) - 0410	To provide supportive services to D.C. residents who receive TANF benefits in order to help build their capacity to become more stable.
20-Dec-17	\$11,488.00	FEDERAL	Family Services Admin/(Refugee)5040 - 0501	Family Services Admin/(Refugee)5040 - 0501	health immunization and screening services to the refugee population that resettles in the District.

Attachment 18 - Special Purpose Revenue

Revenue Source name	Fund Detail	About the Fund		FY 2017		FY 2018		
		Description	Fee and How it is Set	REVENUE	ACTUALS	YTD REVENUE 01.31.18	YTD EXPEND 01.31.18	YTD FUND BALANCE 01.31.18
SSI Payback	0603	The State recoups funds for Interim Disability Assistance paid to clients	Funds are received based on payments disbursed during the assitance period	\$ 793,521.97	\$ 1,500,000.00	\$ 204,381.00	\$ 465,000.00	\$ 232,903.41
Food Stemps Collections	0613	The State recovers funds from litigating fradulent claims	Funds are based on the 50% of collections of fraudulent claims	\$ 245,377.06	\$ 65,030.74	\$ 35,189.22	\$ -	\$ 35,189.22
HBX MOA w/ DHS	0629	Eligibility determination for the Health Benefit Exchange	DHS is reimbursed for the salaries and operating expenditures for Staff determining eligibility for HBX	\$ 447,131.72	\$ 447,131.72	\$ -	\$ 17,581.88	\$ -
				\$ 1,486,030.75	\$ 2,012,162.46	\$ 239,570.22	\$ 482,581.88	\$ 268,092.63

Attachment 20 - Capital Projects

Project Name	Project No	Ward	Start FY	Projected Budget	Budget Shortfall	Dollars Spent	Project Description	Contractor/Vendor	Current Project Phase	Next Major Project Milestone	Substantial Completion Date	Final Completion Date	Project on Schedule (Y/N)	Project Status/Notes
801 East Men's Shelter	PL101C	8	2016	\$635,675	\$0	\$635,675	Replace/repair HVAC	Adrian L. Merton Inc.	CONCLUDED	Final Payment	12/8/2017	1/26/2018	Y	In close-out, O&M, Training & Final Pay
Madison Shelter		6	2016	\$1,938,663	\$0	\$1,938,663	Replace/repair HVAC	Keystone Plus/Architrave	CONCLUDED	None	3/31/2017	4/28/2017	Y	Closed-out
Naylor Road Renovations	PL101C	8	2016	\$691,947	\$0	\$691,947	Critical Upgrades	Bedd Group	CONCLUDED	Final Payment	12/31/2017	2/28/2018	Y	In close-out & Final Pay
Various Generators Design	PL101C	All	2017	\$197,935	\$0	\$0	Emergency Generator Installation	Global Engineering Solutions	CA	Permit		Completion of Construction	Y	Permits in process. A/E in CA phase of the work.
Phase 1-Generator Installation (4 Sites)	PL101C	5, 6, 7	2017	\$781,125	\$0	\$0	Emergency Generator Installation	Paige Industrial Seivices	IN PROGRESS/Construction	Permit/ Issue PO	7/9/2018		Y	Contract awarded, awaiting PO & Bldg. Permits
810 5th Street Laundry Room	PL101C	2	2016	\$118,788	\$0	\$0	New Laundry Room	ARS	IN PROGRESS Design/Feasibility	DHS Decide on Location	3/14/2018	4/14/2018	N	Contract has reviewed basement option and submitted proposal
STFH WARD 1 SHELTER	HSW01C	1	2017	\$ 23,000,000.00	TBD*	\$0	Short Term Family Housing	Jair Lynch/HicKok Cole	BEGUN Design/Feasibility	Design & write scope of work based on DHS program requirements.	TBD	TBD	Y	A/E in design phase
STFH WARD 3 SHELTER	HSW03C / THK16C	3	2016	\$ 31,903,308.00	TBD*	\$1,595,646	Short Term Family Housing	Smoot	IN PROGRESS Design/Feasibility	Obtain CFA Approval	8/30/2019	9/30/2019	Y	Garage under construction
STFH WARD 4 SHELTER	HSW04C / THK16C	4	2015	\$ 15,921,976.00	\$0	\$2,621,779	Short Term Family Housing	Moseley Construction Group	IN PROGRESS Construction	Complete VE	8/1/2018	9/30/2018	Y	Under construction
STFH WARD 5 SHELTER	HSW05C /THK16C	5	2016	\$ 18,945,033.00	TBD*	\$1,201,323	Short Term Family Housing	Chiaramonte	In Design	Obtain CFA Approval	5/30/2019	6/30/2019	Y	Permits in process. A/E in CA phase of the work.
STFH WARD 6 SHELTER	HSW06C / THK16C	6	2016	\$ 20,311,458.00	TBD*	\$1,483,390	Short Term Family Housing	Blue Sky	In Design	Finalize GMP	5/30/2019	6/30/2019	Y	Permits phase of the work.
STFH WARD 7 SHELTER	HSW07C / THK16C	7	2016	\$ 17,543,123.00	\$0	\$1,596,404	Short Term Family Housing	MCN	Construction	Inspect Z modular units	8/1/2018	9/30/2018	Y	Under construction
STFH WARD 8 SHELTER	HSW08C / THK16C	8	2016	\$ 21,707,682.00	\$0	\$896,251	Short Term Family Housing	MCN	Construction	Inspect Z modular units	8/1/2018	9/30/2018	Y	Under construction
4300 12th Street	THK16C	8	2017	\$11,504,117	\$0	\$1,975,915	PSH for Families	Winmar	Construction	Obtain Construction Permits	10/31/2018	11/31/2018	Y	Under construction

\*Final costs under review by DGS



**Attachment 21 - Grants Awarded to DHS  
FY2018**

Grant Title (Number)	Grant Amount Received To- Date	Funding Source	Expenditures YTD 12/31/17	Purpose	Period of Performance	FTE's	How are funds allocated if it is a Multi- year grant
Social Services Block Grant (82CSSS)	\$ 2,343,499	U.S. Department of Health and Human Services Administration, Children and Families	\$ 1,328,189.00	Provides financial assistance to states for the provision of services that are directed toward assisting families and individuals achieve economic self-sufficiency; preventing or remedying neglect, abuse o exploitation of children or adults; and preserving families and preventing institutionalization when appropriate and possible.	10/1/17- 09/30/2019	35.00	The full amount of the grant is allocated in the first year. All unspent funds from the first year can be spent during the grants final year.
Community Services Block Grant (82CSCS)	\$ 3,538,606	U.S. Department of Health and Human Services Administration, Children and Families	\$ 3,619,288.00	Provides financial assistance to states to meet the goals of reducing poverty, revitalizing low-income communities and empowering low-income families and individuals to become self-sufficient. Funding is provided to a designated Community Action Agency (CAA) which coordinates approaches that address the causes and reduction of poverty in DC through a network of service providers.	10/1/17- 09/30/2019	6.20	The full amount of the grant is allocated in the first year. All unspent funds from the first year can be spent during the grants final year.
Refugee Cash and Medical Assistance Grant (82FSRR)	\$ 278,706	U.S. Department of Health and Human Services Administration on Children and Families, Office of Refugee Resettlement	\$ 113,245.00	Promotes the health of recently resettled refugees by helping refugees enroll in medical assistance programs, referring refugees for health screenings, identifying barriers to refugee self-sufficiency and well-being, providing basic health education and tools to refugees, and assisting clients with resolution of health verification and billing issues.	10/1/17- 09/30/2019	2.25	The full amount of the grant is allocated in the first year. However only funds obligated for unaccompanied minors can be used in the final year of the grant.
Refugee Social Services Grant (82FSSS)	\$ 72,376	U.S. Department of Health and Human Services Administration on Children and Families, Office of Refugee Resettlement	\$ -	Provides vital social services for adults who resettle within the District as a refugee, asylee, or victim of human trafficking, to promote economic self-sufficiency. Assistance is provided through the effective, coordinated use of federally-funded cash assistance and supportive social services.	10/1/17- 09/30/2019	N/A	The full amount of the grant is allocated in the first year. All unspent funds from the first year can be spent during the grants final year.
Family Violence and Prevention Grant (72FSFV)	\$ 741,653	U.S. Department of Health and Human Services Administration, Children and Families	\$ -	The Family Violence Prevention and Services Program is committed to: Providing shelter and other supportive services for victims and their children; Coordinating statewide improvements within local communities, social service systems, and programming regarding the prevention and intervention; public awareness about the prevalence of domestic violence, dating violence and family violence Supporting local and community-based domestic violence programs with specialized technical assistance addressing emerging issues such as trauma-informed care; the co-occurrence of domestic violence and child maltreatment; culturally specific domestic violence services; and effective interventions for children exposed to domestic violence.	10/1/2016 - 09/30/2018	N/A	The full amount of the grant is allocated in the first year. All unspent funds from the first year can be spent during the grants final year.

**Attachment 21 - Grants Awarded to DHS  
FY2018**

Emergency Solutions Grant (72ESGH)	\$ 1,240,411	U.S. Department of Housing and Urban Development	\$ -	Provides funding to support five eligible components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and HMIS.	10/1/17- 09/30/2019	N/A	The full amount of the grant is allocated in the first year. All unspent funds from the first year can be spent during the grants final year.
Shelter Plus Care Grant (71SPCG)	\$ -	U.S. Department of Housing and Urban Development	\$ -	Provides shelter, through subsidized rent payments, and supportive services to formerly chronically homeless individuals and families that are disabled by substance use disorder or mental illness.	02/1/2018-01/31/2019	N/A	N/A
Food Stamp Administration Grant (81JAFS)	\$ 6,452,650	U.S. Department of Agriculture	\$ 6,452,650.00	Entitlement that is reimbursed based on DHS' approved cost allocation plan.	10/1/2017 - 09/30/2018	141.97	N/A
Temporary Assistance for Needy Families (89AFTF)	\$ 51,214,813	U.S. Department of Health & Human Services, Office of Family Assistance	\$ 9,293,878.00	Provides funds to assist needy families achieve self-sufficiency.	10/1/2017 -00/00/00	142.00	The full amount of the grant is allocated in the first year. All unspent funds from the first year are available until spent.
Medicaid ( 81JAMA)	\$ 3,964,352.00	U.S. Department of Health & Human Services	\$ 3,964,352.00	Entitlement that is reimbursed based on DHS' approved cost allocation plan.	10/1/2017 - 09/30/2018	147.65	N/A

**Attachment 21 - Grants Awarded to DHS  
FY2017**

Grant Title (Number)	Grant Amount	Funding Source	Expenditures	Purpose	Period of Performance	FTE's	How are funds allocated if it is a Multi-year grant
Social Services Block Grant (72CSSS)	\$ 7,227,544	U.S. Department of Health and Human Services Administration, Children and Families	\$ 5,822,586.24	Provides financial assistance to states for the provision of services that are directed toward assisting families and individuals achieve economic self-sufficiency; preventing or remedying neglect, abuse o exploitation of children or adults; and preserving families and preventing institutionalization when appropriate and possible.	10/1/16- 09/30/2018	35.00	The full amount of the grant is allocated in the first year. Any unspent funds from the first year can be spent through the grants performance period.
Community Services Block Grant (72CSCS)	\$ 11,589,516	U.S. Department of Health and Human Services Administration, Children and Families	\$ 11,301,010.02	Provides financial assistance to states to meet the goals of reducing poverty, revitalizing low-income communities and empowering low-income families and individuals to become self-sufficient. Funding is provided to a designated Community Action Agency (CAA) which coordinates approaches that address the causes and reduction of poverty in DC through a network of service providers.	10/1/16- 09/30/2018	6.20	The full amount of the grant is allocated in the first year. Any unspent funds from the first year can be spent through the grants performance period.
Refugee Cash and Medical Assistance Grant (72FSRR)	\$ 2,125,257	U.S. Department of Health and Human Services Administration on Children and Families, Office of Refugee Resettlement	TBD- OCFO	Promotes the health of recently resettled refugees by helping refugees enroll in medical assistance programs, referring refugees for health screenings, identifying barriers to refugee self-sufficiency and well-being, providing basic health education and tools to refugees, and assisting clients with resolution of health verification and billing issues.	10/1/2016 -09/30/2018	3.25	The full amount of the grant is allocated in the first year. However only funds obligated for unaccompanied minors can be used in the second year of the grant.
Refugee Social Services Grant (72FSSS)	\$ 148,332	U.S. Department of Health and Human Services Administration on Children and Families, Office of Refugee Resettlement	\$ 148,332.00	Provides vital social services for adults who resettle within the District as a refugee, asylee, or victim of human trafficking, to promote economic self-sufficiency. Assistance is provided through the effective, coordinated use of federally-funded cash assistance and supportive social services.	10/1/2016 - 09/30/2018	N/A	The full amount of the grant is allocated in the first year. Any unspent funds from the first year can be spent through the grants performance period.
Family Violence and Prevention Grant (62FSFV)	\$ 740,958	U.S. Department of Health and Human Services Administration, Children and Families	\$ 740,958.00	The Family Violence Prevention and Services Program is committed to: Providing shelter and other supportive services for victims and their children; Coordinating statewide improvements within local communities, social service systems, and programming regarding the prevention and intervention; public awareness about the prevalence of domestic violence, dating violence and family violence Supporting local and community-based domestic violence programs with specialized technical assistance addressing emerging issues such as trauma-informed care; the co-occurrence of domestic violence and child maltreatment; culturally specific domestic violence services; and effective interventions for children exposed to domestic violence.	10/1/2015 - 09/30/2017	N/A	The full amount of the grant is allocated in the first year. Any unspent funds from the first year can be spent through the grants performance period.

**Attachment 21 - Grants Awarded to DHS  
FY2017**

Emergency Solutions Grant (62ESGH)	\$ 1,236,471	U.S. Department of Housing and Urban Development	\$ 11,897.15	Provides funding to support five eligible components: street outreach, emergency shelter, homelessness prevention, rapid re-housing assistance, and HMIS.	10/1/2016 - 09/30/2018	N/A	The full amount of the grant is allocated in the first year. Any unspent funds from the first year can be spent through the grants performance period.
Shelter Plus Care Grant (61SPCG)	\$ 4,772,036	U.S. Department of Housing and Urban Development	\$ 3,075,127.35	Provides shelter, through subsidized rent payments, and supportive services to formerly chronically homeless individuals and families that are disabled by substance use disorder or mental illness.	02/1/2017-01/31/2018	N/A	N/A
Food Stamp Administration Grant (71JAFS)	\$ 13,663,884	U.S. Department of Agriculture	\$ 13,663,884.00	Entitlement that is reimbursed based on DHS' approved cost allocation plan.	10/1/2016 -09/30/2017	141.97	N/A
Temporary Assistance for Needy Families (79AFTF)	\$ 98,170,224	U.S. Department of Health & Human Services, Office of Family Assistance	\$ 80,124,216.00	Provides funds to assist needy families achieve self-sufficiency.	10/1/2016 -00/00/00	142.00	The full amount of the grant is allocated in the first year. All unspent funds from the first year are available until spent.
Medicaid ( 71JAMA)	\$ 10,925,046.00	U.S. Department of Health & Human Services	\$ 10,925,046.00	Entitlement that is reimbursed based on DHS' approved cost allocation plan.	10/1/2016 -09/30/2017	147.65	N/A

**Attachment 23 - Contracts**

Contract Number	Contractor	Division	Contract Description	Program Type	Type of Contract	Current Period	Options Remaining	Contract/Option Amount	Start Date	End Date	Contract Administrator	CA Title	Target Population	Subcontracting Status	CBE Status
CW47372	Access Youth	FSA	Restorative Justice	Youth Services	HCA	Option Period 1	3	100,000.00	10/14/2017	10/13/2018	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
CW15109	America Works of Washington DC	ESA	TANF - Job Placement - America Works of Washington DC CW15109	TANF - Job Placement	HCA	12 Month Extension	N/A	\$1,484,521.60	10/1/2017	9/30/2018	David Ross	Chief, Office of Performance Monitoring	TANF Adults	waiver	DC Non-Profit
CW15116	America Works of Washington DC	ESA	TANF - Work Readiness - America Works CW15116	TANF - Work Readiness	HCA	12 Month Extension	N/A	\$2,537,602.40	10/1/2017	9/30/2018	David Ross	Chief, Office of Performance Monitoring	TANF Adults		
CW51145	Annexa, Inc.	ESA	TANF - Redesign 2.0 CATCH IT Resources - DCSS Holders ONLY	IT	Firm Fixed	Base Period	4	\$228,800.00	4/11/2017	4/10/2018	Boyle Stuckey	Chief Information Officer	TANF	DCSS	CBE
CW49294	Art and Soul Solutions	ESA	One Congregation Project Management Services	Professional Services	Firm Fixed	Base Period	1	\$189,961.05	1/9/2017	10/31/2017	Sonya Crudup	Program & Policy Analyst	Families	CBE (not needed)	SBE
CW47306	Art and Soul Solutions	FSA	Community Support Services	Youth Services	HCA	Option Period 1	3	\$309,800.00	10/3/2017	10/2/2018	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
CW54166	Battle's Transportation Services	ESA	Battle Transportation	MISC	BPA	Base	4	\$3,000.00	10/1/2017	9/30/2018	Angela Charles	EMA Analyst	N/A	CBE (not needed)	SBE
CW49959	Bradley & Associates	FSA	Case Management - Outlying Hotels	Case Management	HCA	Option Period 1	0	\$1,670,240.00	10/1/2017	9/30/2018	George Shepard	Policy Analyst	Homeless Families	Does not subcontract	N/A
CW54095	Bradley & Associates, LLC	FSA	Rapid Re-Housing-I	RRH-I – Case Mgmt	HCA	Base Period	4	\$950,000.00	8/18/2017	8/17/2018	Carmen Hernandez	Program Analyst	Individuals	Does not subcontract	N/A
CW51425	Calibre Systems, Inc	FSA	Education and Training	FSA	Contract	Base Period	4	\$245,605.00	5/1/2017	4/30/2018	Latasha Moore	Contract Admin	FSA Employees	Does not subcontract	N/A
C1789	Capital Services	FSA	Moving Services for Families	Homeless Services	Contract	Base Period	0	\$47,000.00	10/1/2016	9/30/2017	George Shepard	Policy Analyst	Families	Does not subcontract	N/A
C12386	Capital Services	FSA	Moving Services for Families	Homeless Services	Contract	Base Period	0	\$10,000.00	10/1/2016	9/30/2017	George Shepard	Policy Analyst	Families	Does not subcontract	N/A
CW15111	Career Team, LLC - Job Placement	ESA	TANF - Job Placement - Career Team, LLC CW15111	TANF - Job Placement	HCA	12 Month Extension	N/A	\$1,878,688.00	10/1/2017	9/30/2018	Dave Ross	Chief, Office of Performance Monitoring	TANF Adults		
CW15092	Career Team, LLC - Work Readiness	ESA	TANF - Work Readiness - Career Team, LLC CW15092	TANF - Work Readiness	HCA	12 Month Extension	N/A	\$3,740,768.00	10/1/2017	9/30/2018	Dave Ross	Chief, Office of Performance Monitoring	TANF Adults		
CW29496	Catholic Charities	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year 3	1	\$3,044,161.00	5/27/2017	5/26/2018	Amelia Marian	Contract Admin	Individuals/Families	Does not subcontract	N/A
CW47840	Change and Innovation	ESA	BPR Maintenance Services	IT	Firm Fixed	Option Period 1	3	\$375,000.00	10/31/2017	10/30/2018	Trey Long	ESA Deputy Administrator	N/A	Waiver	Non-CBE
CW47442	Collaborative Solutions	FSA	Restorative Justice	Youth Services	HCA	Option Period 1	3	\$50,000.00	10/12/2017	10/11/2018	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
CW54103	Collaborative Solutions for Communities	FSA	Rapid Re-Housing-I	RRH-I – Case Mgmt	HCA	Base Period	4	\$950,000.00	10/18/2017	10/19/2018	Carmen Hernandez	Program Analyst	Individuals	Does not subcontract	N/A
CW47432	Community Connections	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Period 1	3	\$818,688.00	10/21/2017	10/20/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW29494	Community Connections, Inc.	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year 3	1	\$1,666,140.00	5/27/2017	5/26/2018	Amelia Marian	Contract Admin	Individuals/Families	Does not subcontract	N/A
CW56285	Community of Hope	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Base Period	4	\$66,864.00	12/1/2017	11/30/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW29492	Community of Hope	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year 3	1	\$1,496,366.88	5/27/2017	5/26/2018	Amelia Marian	Contract Admin	Families	Does not subcontract	N/A
CW47317	Contemporary Families	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year One	3	\$826,452.00	10/19/2017	10/18/2018	Amelia Marian	Contract Admin	Individuals/Families	Does not subcontract	N/A
CW44143	Covenant House of Washington	FSA	Crisis Beds for Parenting Youth	Youth Services	HCA	Option One	3	\$571,295.00	6/24/2017	6/23/2018	Tamara Mooney	Program Analyst	Youth	Does not subcontract	N/A
CW51147	CSZNet, Inc.	ESA	TANF - Redesign 2.0 CATCH IT Resources - DCSS Holders ONLY	IT	Firm Fixed	Base Period	4	\$139,339.20	4/11/2017	4/10/2018	Boyle Stuckey	Chief Information Officer	TANF	DCSS	CBE
CW55928	D.L. McLaughlin Funeral Home	ESA	Burial Services	MISC	BPA	Base	None	\$100,000.00	10/23/2017	9/30/2018	Subrina Sweet	Svc.Management Specialist	Burial Services	D&F (Under 250k)	Non-CBE
CW40387	Days Inn	FSA	Emergency Shelter Accommodations	Overflow Accommodations	IDIQ	Option Period 2	2	\$5,584,500.00	12/16/2017	12/15/2018	Zikia Harris	Contract Admin	Homeless Families	Does not subcontract	N/A

**Attachment 23 - Contracts**

Contract Number	Contractor	Division	Contract Description	Program Type	Type of Contract	Current Period	Options Remaining	Contract/Option Amount	Start Date	End Date	Contract Administrator	CA Title	Target Population	Subcontracting Status	CBE Status
CW14326	DB Grant Associates	ESA	TANF - Work Readiness and Placement DB Grant Associates CW14326	TANF - Work Readiness	HCA	12 Month Extension	N/A	\$6,279,480.98	10/1/2017	9/30/2018	David Ross	Chief, Office of Performance Monitoring	TANF Adults		
CW47472	DC Doors	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Period1	3	\$434,956.00	10/7/2016	10/6/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
VA-140331-Dell	Dell Computer Corp	FSA	Computer Equipment	FSA	Contract	Base Period	0	\$33,167.16	3/30/2017	9/18/2017	Kelley Rodgers	Contract Admin	FSA Employees	Does not subcontract	N/A
CW51149	District Services Management, Inc.	ESA	TANF - Redesign 2.0 CATCH IT Resources - DCSS Holders ONLY	IT	Firm Fixed	Base Period	4	\$148,470.40	4/11/2017	4/10/2018	Boyle Stuckey	Chief Information Officer	TANF	DCSS	CBE
CW39677	Document Systems Inc	DCAS	DHS DCAS FY15 IBM Production Imaging Edition Add-On	IT	Firm Fixed	Option Period 2	2	\$295,242.30	10/1/2017	9/30/2018	Brenda Monroe-Carr	IT Project Manager	All	CBE (not needed)	CBE
CW54098	Echelon Community Services, Inc.	FSA	Rapid Re-Housing-I	RRH-I – Case Mgmt	HCA	Base Period	4	\$950,000.00	8/18/2017	8/17/2018	Carmen Hernandez	Program Analyst	Individuals	Does not subcontract	N/A
No CW Number	Echo Hill Outdoor School	FSA	Specialized Activity for Youth Clients	Youth Services	Purchase Order	Base Period	0	\$14,404.00	8/11/2017	8/11/2017	Amelia Marian	Contract Admin	Youth	Does not subcontract	N/A
CW54105	Friendship Place	FSA	Rapid Re-Housing-I	RRH-I – Case Mgmt	HCA	Base Period	4	\$2,128,000.00	9/8/2017	9/7/2018	Carmen Hernandez	Program Analyst	Individuals	Does not subcontract	N/A
CW29777	Friendship Place	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year 3	1	\$2,244,528.00	5/28/2017	5/27/2018	Amelia Marian	Contract Admin	Individuals/Families	Does not subcontract	N/A
CW47310	Georgetown University	FSA	Community Support Services	Youth Services	HCA	Base Period	4	\$83,100.00	3/15/2017	3/14/2018	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
No CW Number	GNT Group	FSA	Maintenance and Cleaning	Homeless Services	Purchase Order	Base Period	0	\$24,236.25	4/11/2017	9/30/2017	George Shepard	Policy Analyst	Individuals	Does not subcontract	N/A
CW47329	Green Door	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Base Period	0	\$992,700.00	10/3/2016	10/2/2017	George Shepard	Policy Analyst	Individuals	Does not subcontract	N/A
CW55199	Hackett's Funeral Parlor	ESA	Burial Services	MISC	BPA	Base	0	CW55199	9/24/2017	9/30/2018	Subrina Sweet	Svc.Management Specialist	Burial Services	D&F (Under 250k)	Non-CBE
CW30217	Healthy Families Thriving Communities	ESA	Family Development Empowerment Training for Front Line Workers and Leaders	Professional Services	Firm Fixed	Option Year 3	2	\$72,954.00	8/1/2017	7/31/2018	Sherrie McDowell	Administrative Officer		Exempt (GSA/Cooperative)	Non-CBE
CW40717	Holiday Inn Express	FSA	Emergency Shelter Accommodations	Overflow Accommodations	IDIQ	Option Period 2	2	\$7,851,642.75	11/25/2017	11/24/2018	Zikia Harris	Contract Admin	Homeless Families	Does not subcontract	N/A
CW40409	Home Care Partners	FSA	In-Home Care Aides	In-Home Care Aides	Firm Fixed and Cost Reimbursement	Option Period 2	2	\$250,000.00	10/1/2017	9/30/2018	George Shepard	Policy Analyst	Vulnerable Adults	Does not subcontract	N/A
CW41575	Howard Johnson-GOPAL	FSA	Emergency Shelter Accommodations	Overflow Accommodations	IDIQ	Option Year 2	2	\$1,503,070.00	11/24/2017	2/1/2018	Zikia Harris	Contract Admin	Homeless Families	Does not subcontract	N/A
CW55201	Hunt Funeral Home	ESA	Burial Services	MISC	BPA	Base	0	N/A	10/1/2017	9/30/2018	Subrina Sweet	Svc.Management Specialist	Burial Services	D&F (Under 250k)	Non-CBE
CW49997	IMS-Cooperative Agreement with IMS	DCAS	Mailing and Printing Services	IT	Coop	Option Period One (1)	3	\$250,000.00	11/15/2017	11/14/2018	Mark Newman	Division Chief, ASD II	TANF/SNAP/Medicaid recipients	Exempt (GSA/Cooperative)	Non-CBE
CW47476	Institute for Emotional Regulation LLC	FSA	Community Support Services	Youth Services	HCA	Option Year 1	3	\$345,000.00	10/7/2017	10/6/2018	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
Direct	Ivy City Lodging	FSA	Emergency Shelter Accommodations	Homeless Services	Direct Payment	Base Period	0	\$2,455,974.00	10/1/2016	9/30/2017	George Shepard	Policy Analyst	Families	Does not subcontract	N/A
CW41689	KRA Corporation - Job Placement	ESA	TANF - Job Placement - KRA Corporation CW41689	TANF - Job Placement	HCA/Definitized	12 Month Extension	N/A	\$2,125,655.64	10/1/2017	9/30/2018	Dave Ross	Chief, Office of Performance Monitoring	TANF Adults		
CW15082	KRA Corporation - Work Readiness	ESA	TANF - Work Readiness - KRA Corporation CW15082	TANF - Work Readiness	HCA	12 Month Extension	N/A	\$4,434,634.30	10/1/2017	9/30/2018	Dave Ross	Chief, Office of Performance Monitoring	TANF Adults		
CW55601	Lamar Home Care	FSA	Home Care Services	In-Home Care Aides	HCA	Base Period	4	\$140,000.00	10/1/2017	9/30/2018	George Shepard	Program Analyst	Vulnerable Adults	waiver	Non-CBE
CW48720	Lamar Home Care	FSA	Home Care Services	In-Home Care Aides	Contract	Base Period	0	\$40,000.00	12/20/2016	3/19/2017	Robert Cosby	Program Analyst	Vulnerable Adults	Does not subcontract	N/A

**Attachment 23 - Contracts**

Contract Number	Contractor	Division	Contract Description	Program Type	Type of Contract	Current Period	Options Remaining	Contract/Option Amount	Start Date	End Date	Contract Administrator	CA Title	Target Population	Subcontracting Status	CBE Status
CW50721	Lamar Home Care	FSA	Home Care Services	In-Home Care Aides	Contract	Base Period	0	\$80,000.00	3/20/2017	3/19/2018	Robert Cosby	Program Analyst	Vulnerable Adults	Does not subcontract	N/A
CW55601	Lamar Home Care	FSA	Home Care Services	In-Home Care Aides	HCA	Base Period	4	\$140,000.00	10/1/2017	9/30/2018	George Shepard	Policy Analyst	Vulnerable Adults	Does not subcontract	N/A
CW51204	Life Deeds, Inc.	FSA	Community Support Services	Youth Services	HCA	Base Period	4	\$35,000.00	4/19/2017	4/18/2018	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
CW54093	Life Deeds, Inc.	FSA	Rapid Re-Housing-I	RRH-I -- Case Mgmt	HCA	Base Period	4	\$950,000.00	8/29/2017	8/28/2018	Carmen Hernandez	Program Analyst	Individuals	Does not subcontract	N/A
CW47368	Life Deeds, Inc.	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Period 1	3	\$276,319.18	10/26/2017	10/25/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW29490	LifeStride	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Period 3	1	\$737,760.00	5/23/2017	5/22/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW40687	Mathematica Policy Research	ESA	Technical Services to Support Q5i	IT	Firm Fixed	Option Period 2	3	\$96,715.00	12/2/2017	12/1/2018	Brian Campbell	Senior Policy Advisor		Does not subcontract	N/A
CW15095	Maximus Human Services	ESA	TANF - Job Placement Maximus Human Services CW15095	TANF - Job Placement	HCA	12 Month Extension	N/A	\$2,223,739.20	10/1/2017	9/30/2018	David Ross	Chief, Office of Performance Monitoring	TANF Adults		
CW15107	Maximus Human Services	ESA	TANF - Work Readiness - Maximus Human Services CW15107	TANF - Work Readiness	HCA	12 Month Extension	N/A	\$4,646,844.88	10/1/2017	9/30/2018	David Ross	Chief, Office of Performance Monitoring	TANF Adults		
CW47374	MBI Health Services	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year One	3	\$814,752.00	10/20/2016	10/19/2017	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW47448	Metropolitan Basketball League	FSA	Community Support Services	Youth Services	HCA	Base Period	4	\$52,400.00	10/17/2016	10/16/2017	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
CW30986	Metropolitan Education Solutions	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year 3	1	\$1,835,260.00	5/28/2017	5/27/2018	Amelia Marian	Contract Admin	Individuals/Families	Does not subcontract	N/A
CW47376	Metropolitan Educational Solutions	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year One	3	\$614,740.00	10/20/2016	10/19/2017	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW29405	Miriam's Kitchen	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Period 3	1	\$1,070,400.00	5/23/2017	5/22/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW40700	Motel 6-Georgia Ave	FSA	Emergency Shelter Accommodations	Overflow Accommodations	IDIQ	Option Year 2	2	\$1,511,100.00	11/24/2017	2/1/2018	Zikia Harris	Contract Admin	Homeless Families	Does not subcontract	N/A
CW52576	N Street Village, Inc.	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Base Period	4	\$427,704.00	7/6/2017	7/5/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW47914	National Center for Children and Families	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Period 1	3	\$562,110.00	10/20/2017	10/21/2018	Amelia Marian	Contract Admin	Families	Does not subcontract	N/A
CW51151	NFFI, Inc.	ESA	TANF - Redesign 2.0 CATCH IT Resources - DCSS Holders ONLY	IT	Firm Fixed	Base Period	4	\$259,521.60	4/11/2017	4/10/2018	Boyle Stuckey	Chief Information Officer	TANF	DCSS	CBE
CW49247	NOMIS Youth Network	FSA	Community Support Services	Youth Services	HCA	Base Year	4	\$60,000.00	1/24/2017	1/23/2018	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
CW49828	Obverse Corporation Inc.	FSA	Case Management for Rapid Rehousing	Case Management	HCA	Option Period 1	0	\$1,634,720.23	10/1/2017	3/31/2018	George Shepard	Policy Analyst	Families	Does not subcontract	N/A
CW47430	Open Arms	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Period 1	3	\$325,542.49	10/21/2017	10/20/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW29403	Pathways to Housing	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year 3	1	\$1,690,620.00	5/23/2017	5/22/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
BPA-17-0049	Professional Psychological Services	FSA	Psychological Evaluations	Adult Protective Services	Blanket Purchase Agreement	Base Period	0	\$18,000.00	1/31/2017	1/30/2018	Darrell Chase	Contract Admin	Vulnerable Adults	Does not subcontract	N/A
C12289	Public Performance Management	FSA	Computer Equipment	Youth Services	Contract	Option Period 3	1	\$950,000.00	3/7/2017	3/6/2018	Sonia Neblett	Contract Admin	Youth	Does not subcontract	N/A
CW40679	Quality Inn	FSA	Emergency Shelter Accommodations	Overflow Accommodations	IDIQ	Option Period 2	2	\$5,262,832.80	12/29/2017	12/28/2018	Zikia Harris	Contract Admin	Homeless Families	Does not subcontract	N/A
CW50341	Ride-Away Handicap Equipment	FSA	Specialized Vehicle for Customer Transport	Homeless Services	Contract	Base Period	0	\$39,719.00	2/28/2017	2/28/2018	Gregory Harrelson	OCP	Homeless Clients	Does not subcontract	N/A
Direct	SC Management	FSA	Emergency Shelter Accommodations	Homeless Services	Direct Payment	Base Period	0	\$3,046,338.00	10/1/2016	9/30/2017	George Shepard	Policy Analyst	Families	Does not subcontract	N/A

**Attachment 23 - Contracts**

Contract Number	Contractor	Division	Contract Description	Program Type	Type of Contract	Current Period	Options Remaining	Contract/Option Amount	Start Date	End Date	Contract Administrator	CA Title	Target Population	Subcontracting Status	CBE Status
CW47440	School Talk	FSA	Restorative Justice	Youth Services	HCA	Option Period 1	3	\$50,000.00	10/14/2017	10/13/2018	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
CW55344	TALX	ESA	TALX - Provide Employment Verification Services	Professional Services	Firm Fixed	Base Period	4	\$309,600.00	11/8/2017	11/7/2018	Sherrie McDowell	Administrative Officer		Exempt (GSA/Cooperative)	Non-CBE
CW55344	TALX	ESA	TALX - Provide Employment Verification Services	Professional Services	Firm Fixed	Option Year 4	0	\$309,600.00	11/8/2017	11/7/2018	Sherrie McDowell	Administrative Officer			
CW55933	Terry Austin Operates of Dunns & Sons Funeral Services	ESA	Burial Services	MISC	BPA	Base	0	\$60,000.00	10/1/2017	9/30/2018	Subrina Sweet	Svc.Management Specialist	Burial Services	D&F (Under 250k)	Non-CBE
CW46211	The Community Partnership for the Prevention of Homelessness	FSA	Oversight/Management for homeless services	CoC	FFP, Requirements, Cost Reimbursement	Base	4	\$75,386,862.96	2/1/2017	1/31/2018	Delanica Browning	Program Analyst	Homeless Services	Subcontracting Plan	N/A
CW34004	The Community Partnership for the Prevention of Homelessness	FSA	Oversight/Management for homeless services	CoC	FFP, Requirements, Cost Reimbursement	4-Month Extension	4	\$21,725,890.13	10/1/2016	1/31/2017	George Shepard	Program Analyst	Homeless Services	Subcontracting Plan	N/A
CW53968	Theft Guard Solutions dba ID Experts	OD/FSA	Identify Theft Protection Services	IT	Requirements	Base Period	4	\$236,756.32	8/30/2017	8/29/2018	Rachel Plaskon	Program Analyst	FSA Clients	Does not subcontract	N/A
CW47444	Total Family Care	FSA	Community Support Services	Youth Services	HCA	Option Period 1	3	\$81,300.00	10/5/2017	10/4/2018	Rashanna Roach	Program Analyst	Youth	Does not subcontract	N/A
CW29396	Transitional Housing Corporation	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year 3	1	\$1,170,160.00	5/27/2017	5/26/2018	Amelia Marian	Contract Admin	Families	Does not subcontract	N/A
CW34389	Washington Psychological Center	FSA	Psychological Evaluations	Adult Protective Services	Contract	Option Period 1	0	\$100,000.00	2/4/2016	2/3/2017	Darrell Chase	Contract Admin	Vulnerable Adults	Does not subcontract	N/A
CW54101	Wheeler Creek	FSA	Rapid Re-Housing-I	RRH-I – Case Mgmt	HCA	Base Period	4	\$950,000.00	8/18/2017	8/17/2018	Carmen Hernandez	Program Analyst	Individuals	Does not subcontract	N/A
CW47474	Wheeler Creek	FSA	Permanent Supportive Housing - Case Mgmt	PSH - Case Management	HCA	Option Year One	3	\$614,740.00	10/5/2017	10/4/2018	Amelia Marian	Contract Admin	Individuals	Does not subcontract	N/A
CW39669	Xerox	FSA	Copy Machine Services	FSA Administration	Contract	Option Period 2	2	\$95,010.57	9/28/2017	9/27/2018	Kelley Rodgers	Management Analyst	FSA Administration	Does not subcontract	N/A
CW39669	Xerox Corporation	ESA	DHS Copier Enterprise Solution	IT	Firm Fixed	Option Period 2	2	\$499,356.12	9/28/2017	9/27/2018	Kelley Rodgers	Management Analyst	OD	Exempt (GSA/Cooperative)	Non-CBE
CW47504	Young Ladies of Tomorrow	FSA	Community Support Services	Youth Services	HCA	Option Year 1	3	\$77,000.00	10/6/2016	10/5/2017	Amelia Marian	Contract Admin	Youth	Does not subcontract	N/A



### Attachment 23 - Leases

BUILDING ADDRESS	BUILDING NAME	DISTRICT BUILDING USE	LEASE TERM	LEASE Date(s) of Use	TOTAL COST
1107 11TH STREET NW	11th Street	FSA - Permanent Supportive Housing	3 year extension	10/2016-10/31/2019	\$ 869,786.00
1207 TAYLOR STREET NW	Taylor Street Service Center	ESA Service Center	5 year lease	8/2015-7/2020	\$ 1,457,446.00
1355 VALLEY PLACE SE	Valley Place	FSA Shelter	2 year extension	10/2016-10/15/2018	\$ 374,057.00
2100 MARTIN LUTHER KING JR AVENUE SE	Anacostia Service Center	ESA Service Center	10 year lease ; 1 (5) year option to renew	12/2009-12/31/2019	\$ 3,309,245.00
2210 ADAMS PLACE NE	Adams Place	FSA Shelter	2 year extension	4/2016-4/2018	\$ 620,696.00
2210 ADAMS PLACE NE	Adam's Place Day Center	Day Center	2 year extension	4/2016-4/2018	\$ 1,172,821.00
3851 ALABAMA AVENUE SE	Fort Davis Service Center	ESA Service Center	10 year lease	2/1/2013-1/31/2023	\$ 1,226,391.00
4001 SOUTH CAPITAL STREET SE	Congress Heights Service Center	ESA Service Center	10 year lease	Lease expires on 6/20/2017. Vacated building on 12/20/2016	\$ 549,305.00
4049 SOUTH CAPITOL STREET SE	Congress Heights Service Center	ESA Service Center	10 Year	12/20/2016-12/11/2026	\$ 1,383,927.00
609H STREET, NW	609H	ESA/DCAS OFFICE	2 year extension	2/2015-2/28/17- Vacated on 2/24/2017	\$ 2,956,203.00
64 NEW YORK AVENUE NE	DHS headquarters	SPECIAL USE- DHS Head Quarters	14 year lease	10/2012-01/10/2027	\$ 3,936,652.00
64 NEW YORK AVENUE NE	DHS headquarters -east side expansion	SPECIAL USE- DHS Head Quarters	11 year lease	10/2016-01/10/2027	\$ 1,197,625.00
645 H STREET NE	H Street Service Center	ESA Service Center	14 year lease	2/4/2015-2/28/2029	\$ 4,473,230.00
920 RHODE ISLAND AVENUE NE	Virginia Williams Family Recourse Center	OFFICE- Family Assessment Center	11 year lease	1/2014-1/31/2025	\$ 930,957.00
810 5TH ST NW	Patricia Handy	FSA Shelter	20 year lease ; 1 (5) year option to renew	1/2016-1/2036	\$ 2,226,549.00



### Attachment 24/25 – Pending Lawsuits and Settlements

Matter Number	Matter Description	Category	Opened Date	Status	Court	Disposition Value
1.	Garnett, et al. v. Zeilinger, Civil Action No. 17-1757	Lawsuit alleging failure to timely process SNAP applications and recertifications	8/29/17	Active	United States District Court for the District of Columbia	\$0
2.	Melvyn Reid, et al. v. District of Columbia, et al., Case 2014 CA 001238 B	Class action brought by homeless families alleging denial of their right to appropriate shelter under the Homeless Services Reform Act of 2005, as amended	2/28/14	Active ( <i>Court issued a permanent injunction against the District on 7/21/15 requiring the District to place homeless families in apartment-style shelter or private rooms as defined by the Court during the hypothermia season.</i> )	D.C. Superior Court and DC Court of Appeals	\$0
3.	Infosys Public Services, Inc., v. District of Columbia, et al., CAB No. D-1502 Under Contract No. CW16474	Contractor Infosys filed a complaint with the DC Contract Appeals Board, seeking payment of \$2,490,549.63 under Contract No. CW16474, based on breach of contract.	6/24/15	Active	DC Contract Appeals Board	\$0
4.	Maria Amaya Torres, et al. v. D.C., et al. 15-7701 (464326)	Federal Civil Rights (Title VI) and DC Human Rights Act – Language Access Case against DHS	10/20/15	Active ( <i>The parties reached Settlement, of which the terms will expire in 3 years from the date of execution.</i> )	United States District Court for the District of Columbia	\$120,000.00
5.	Neighbors for Responsive Government, et al. v. Council of the District of Columbia, et	Lawsuit filed by District residents for failing to give proper notice to the Advisory Neighborhood Commission 3C	8/30/16	Active	D.C. Superior Court	\$0



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	al. 2016 CA 006290	proper notice regarding placement of a 50-person homeless shelter				
6.	Oscar Salazar, et al. v. District of Columbia, et al. Civil Action No. 93-452 (GK)	Court granted Plaintiffs Motion to Modify Stay entered on 5/17/16 requiring the District to provide provisional Medicaid eligibility to any (non-disability) Medicaid applicant who identifies himself or herself to the District with a good-faith claim that he or she has applied for Medicaid and that his or her application has not been acted upon in 45 days. The District has appealed this Order before the DC Court of Appeals.	7/12/16	Active	United States District Court for the District of Columbia and the DC Court of Appeals	Annual submission of attorney fee requests which have been approved by the court in amounts ranging from \$1,283,600.86 - 1,334,516.59.
7.	Citizens for Responsible Options, et al. v. Council of the District of Columbia, et al, Civil Case No. 2016 CA 007152 B	Action seeking declaratory relief for failure of the DC Council to give notice to Advisory Neighborhood Commission 5B regarding the placement of a homeless shelter	9/27/16	Active	DC Superior Court	\$0
8.	Tanya I. Rodgers vs. The District of Columbia and Anthea Seymour, 2017 CA	Lawsuit alleging violations of the D.C. Whistleblower Act	8/1/17	Active	DC Superior Court	\$0



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	005342					
9.	John E. Holmes, Adult Ward, by his Guardian, Patrick T. Hand v. Muriel Bowser and Laura Zeilinger, Civil Action No. 1:17-CV-71	Lawsuit alleging that the District violated Plaintiff's Constitutional rights by not processing and granting his application for D.C. Medicaid benefits	1/25/17	Active	DC Superior Court	\$0
10.	Loretta Hillware v. Department of Human Services, Civil Action No. 17-0444	Lawsuit alleging employment discrimination	1/30/17	Active	DC Superior Court	\$0
11.	Carrie Lou Evans v. House of Ruth Madison Shelter, Department of Human Services, et al., Case No. 2017ca3833 B	Lawsuit by a shelter resident claiming that she was assaulted by another shelter resident	6/16/17	Active	DC Superior Court	\$0
12.	Andrea Peay v. D.C. Department of Human Services, et al., No. 17-AA-0716	Administrative appeal seeking reinstatement of rental assistance benefits under the District's Family Re-Housing and Stabilization Program	8/7/2017 (date of Service of Petition on OAG)	Active	DC Court of Appeals	\$0

## FY2017 Performance Accountability Report

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

## Mission

The mission of the D.C. Department of Human Services is to empower every District resident to reach their full potential by providing meaningful connections to work opportunities, economic assistance and supportive services.

## Summary of Services

The mission of DHS is achieved via three agency programs. Agency Management, which is standard for all District agencies, provides executive management, policy direction, strategic and financial planning, human capital management, information technology, capital programs, legislative and community relations, and performance management. Family Services Administration (FSA) Homeless Services provides a continuum of services to individuals and families who are experiencing homelessness or at risk of experiencing homelessness, so that they can obtain and/or maintain improved housing; FSA provides social services, case management, and crisis intervention to meet the needs of vulnerable adults and families with children; Economic Security Administration administers the Temporary Assistance for Needy Families (TANF) program, which provides temporary income support assistance for low-income families while helping them improve their long-term employability and achieve family-sustaining income; Administers the Food Stamp program, which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability; and administers the District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination. Eligibility Determination Services determines eligibility for the District of Columbia's child care subsidy program and an array of Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), D.C. Healthcare Alliance Program.

## FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY17, DHS launched the Strengthening Teens Enriching Parents (STEP) program.	STEP is administered in partnership with MPD, DBH, and the Sasha Bruce Youthwork. This inter-agency collaboration will better position the District to locate youth who have been reported missing and provide critical resources to at-risk youth who may be considering leaving home. DHS' Youth Services Division will provide critical support for these at-risk youth in attempts to prevent entry into the homeless system.	STEP supports runaway youth and their families by working to resolve issues that may contribute to runaway behavior. STEP provides immediate outreach/assessment to youth reported missing to understand the reasons they ran away and devise individually-tailored service plans. Services range from Sasha Bruce Youthwork's temporary beds and comprehensive in-home program to less intensive behavioral health services, mentoring, and support groups, among others.
In FY17, DHS fully implemented the Business Process Redesign (BPR) across all five ESA Service Centers.	The BPR streamlines and standardizes operations across the Service Centers with its "one and done" methodology. The methodology includes: outbound "cold calling" to reduce Service Center visits; inbound Call Center interviewing for processing; mandatory receipts for dropped-off documents with tracking numbers; combined front desk reception and triage to move the line	The BPR Project improves the customer experience at all five Service Centers by minimizing repeat actions such as in-person visits, phone calls, and document submissions. By following the "one and done" BPR methodology (and making better use of electronic data sources and tools), over 80% of applications, renewals, and changes are completed at the first customer interaction (rather than "pending" for additional information). This reduction in repeat interactions has dropped daily Service Center visits from 200 to 150, and monthly call center volume from over 90,000 to under 60,000 calls. At the same time, call center abandonment has dropped from over 30% to typically less than 5% - which means 95% of callers are now getting the information they seek.

	more quickly; central processing for all system-generated and centrally mailed/faxed work; and eligibility process performance management through measurements. This has improved staff's morale, and leadership has institutionalized optimized communication channels. Overall, the BPR improves the agency's accuracy, timeliness, and integrity of services.	Even with this improvement, some customers still choose to line up early or end up waiting several hours for service, over 80% of them do not need another interaction with DHS. In the past, customers often had to call or visit centers 5 or 6 times to get a determination, waiting for an hour or more each time.
In FY17, DHS made significant progress in terms of advancing system-wide reforms and ultimately reducing family homelessness in the District.	DHS sustained year round access to shelter for all families in need and eliminated the dramatic and disruptive seasonal fluctuations that occurred in previous years.	<p>The Family Services Administration's (FSA) prevention program continues to have extremely effective outcomes. Of the 2,390 families referred to prevention support services in FY17, 90% were diverted from the homeless shelter system. FSA modified FRSP case management services to increase touch points and include connections to TANF employment program providers. These changes contributed to the successful exit of 808 families from rapid rehousing, an increase of 120% from FY16. DHS also implemented efforts to increase the willingness of landlords to lease units to our customers. The Landlord Partnership Fund (LPF) was recently introduced in partnership with the DowntownDC Business Improvement District and the Coalition for Non-Profit Housing and Economic Development. This fund will offer protections to landlords to rent to FSA customers in our Rapid Rehousing and Permanent Supportive Housing programs on the condition they relax their screening criteria. The LPF will cover costs associated with property damage that exceed a tenant's security deposit as well as unpaid rent. Further, DHS modified the payment structure for Rapid Rehousing to provide landlords with certainty about receiving full rental payments each month. Finally, DHS finalized the policy and protocols for a family Coordinated Assessment and Housing Placement system, which will provide transparency and consistency in terms of housing placement decisions.</p> <p>In FY17, the number of family households experiencing homelessness dropped 22% from FY16. From FY16 to FY17, the number of housing placements into shelter dropped by 33% and the average monthly census in family shelter was reduced by 15%.</p>

## 2017 Strategic Objectives

Objective Number	Strategic Objective
1	Develop an effective crisis response system for unaccompanied adults who experience homelessness.
2	Develop an effective system of care for families who experience homelessness.
3	Implement a system of services and supports for families and parenting youth.
4	Empower DHS clients to improve their economic stability and well-being.
5	Improve the customer experience at DHS service centers.
6	Safeguard and improve the quality of life for vulnerable adults.
7	Create and maintain a highly efficient, transparent and responsive District government.**

## 2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)</b>									
Average length of time (days) experiencing homelessness (individuals)	Quarterly	Not Available	116	109	143	137	126		
Individuals becoming homeless for the first time	Quarterly	Not Available	1295	1955	836	1086	5172		
Percentage of individuals returning to homelessness within 6- 12 months	Annually	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6%		
<b>2 - Develop an effective system of care for families who experience homelessness. (3 Measures)</b>									
Average length of time (days) experiencing homelessness (families)	Quarterly	Not Available	289	308	335	380	328		
Families becoming homeless for the first time	Quarterly	Not Available	363	216	128	154	861		
Percentage of families returning to homelessness within 6- 12 months	Annually	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2%		
<b>3 - Implement a system of services and supports for families and parenting youth. (5 Measures)</b>									
Percent of teen parents receiving services from the Teen Parent Assessment program who are consistently attending their educational program (high school, GED, or other program) or who consistently attended and fulfilled the other requirements to successfully complete their educational program	Quarterly	70%	64%	68%	66%	70%	67%	Nearly Met	TPAP receives referrals from two streams: the Economic Security Administration (ESA) and the community. Teen parents referred through ESA are required to consistently attend their educational program in order to continue receiving TANF. Teen parents referred through the community do not have the educational requirement. In FY17, DHS saw an increase in community referrals, which

									meant that teen parents were more likely to not attend their educational program in comparison to their TANF-referred counterparts.
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	Quarterly	95%	100%	99%	98%	95%	98%	Met	
Percent of youth engaged in the Parent and Adolescent Support Services Program (PASS) and the Alternatives to the Court Experience Diversion Program (ACE) who show functional improvement at closure as indicated by statistically significant declines in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	Quarterly	85%	94%	92%	89%	85%	90%	Met	
Percent of youth engaged in the ACE and PASS programs who show more than 15% improvement in attendance when truancy is a referring behavior	Quarterly	65%	68%	76%	43%	65%	63%	Nearly Met	In FY17, PASS exceeded the KPI target, but ACE reduced the overall percentage. Youth are diverted to ACE for truancy and delinquency offenses. In FY17, the majority of ACE referrals were for delinquency offenses. However, a large percentage of these youth were also truant at the time of referral. ACE may prioritize services related to the delinquency offense over truancy depending on the youth's needs.



Percent of youth engaged in the ACE and PASS programs who complete the programs without additional legal involvement	Quarterly	85%	87%	92%	89%	85%	88.3%	Met	
<b>4 - Empower DHS clients to improve their economic stability and well-being. (6 Measures)</b>									
Number of program participants exiting TANF due to earnings	Quarterly	2505	No data available	No data available	No data available	No data available	No data available		
Percent of program participants fully participating of those assigned to an TANF employment service provider	Quarterly	31%	31%	27%	25%	22.3%	26.3%	Unmet	Although participation was high in the beginning of the FY, the drop may be a result of changes to the TANF policy approved in the Spring 2017. Even with the drop in the latter part of the year, participation remained higher than in FY16.
Number of newly employed TANF participants	Quarterly	3198	689	578	596	459	2322	Unmet	The number of FY17 is lower due to the decrease in the overall TANF caseload. This KPI is not indicative of performance or success. This measure will be adjusted in the FY18 plan.
Percent of those in active employment at the end of the month (point-in-time)	Quarterly	15%	No data available	No data available	No data available	No data available	No data available		
Number of TANF participants who started new educational and training programs	Quarterly	1725	189	286	233	247	955	Unmet	The number of FY17 is lower due to the decrease in the overall TANF caseload. This KPI is not indicative of performance or success. This measure will be adjusted in the FY18 plan.
Percent of work-eligible participants assigned to TANF employment service providers	Quarterly	50%	62%	64%	66%	69%	65.3%	Met	

(out of all work-eligible participants)

**5 - Improve the customer experience at DHS service centers. (4 Measures)**

Service Center: average wait time in minutes	Quarterly	25	118	128	114	116	119	Unmet	As the BPR rolled out in different centers during FY17, the system for tracking wait times migrated from an in-house queuing system to a new more robust system called PaTHOS. The FY17 goal was based on the old tracking system times, which seems to have some data quality/completion limits. The queuing system change makes the performance against target less meaningful. Also, the wait times did increase during the initial BPR rollout phase, as anticipated, and have been gradually decreasing as the new BPR has been operationalized. The centers are also experiencing a reduction in backlogs and wait times for non-lobby cases as well as a decrease in repeat visitors, as the "one and done" application processing is successfully performed.
Food Stamp Error Rate	Quarterly	6.75%	8%	11.4%	11%	7.9%	9.6%	Unmet	DHS experienced an increase in the SNAP error rate

									due to the implementation of the new system. As the system stabilizes, DHS anticipates the error rate will decrease.
Call Center: average abandonment rate	Quarterly	25%	57%	44%	19%	18%	34.5%	Unmet	There was a spike in calls due to the implementation of DCAS. There was a large surge of calls, which affected the abandonment rate (please see workload measure correlation of total number of calls received). As the system stabilized during the second half of FY17 (Q3 and Q4), the rate significantly decreased as did the total number of calls received.
Call Center: average hold time	Quarterly	9	10	8	5.6	5	7	Met	
<b>6 - Safeguard and improve the quality of life for vulnerable adults. (3 Measures)</b>									
Number of families provided with crisis intervention and stabilization services through the Strong Families Program	Quarterly	1100	150	251	298	408	1107	Met	
Percent of referrals in non-emergency cases where initial client contact and investigation takes place within ten working days for the Adult Protective Services Program	Quarterly	95%	97%	99%	99%	99%	98.5%	Met	
Percent of cases where investigations, substantiation of allegations, the provision of services to mitigate immediate risk have been completed and are closed or transferred to the continuing services unit are completed within sixty working days for the Adult Protective Services Program	Quarterly	90%	70%	73%	79%	82%	76%	Unmet	APS experienced a staffing shortage in FY17, which decreased available staff's ability to close cases. The staffing shortage was the result of employees on FMLA and a

									retirement that had a delayed backfill. DHS anticipates the percentage to increase once APS staffing is stabilized in FY18.
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We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
<b>1 - Homeless Services Continuum- Individuals (6 Measures)</b>						
Number of individuals experiencing homelessness, January Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3583
Number of individuals experiencing homelessness (annual)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11334
Number of homeless Veterans, Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	285
Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1470
Average monthly housing placements (Veterans)	Quarterly	108	85	101	98	98
Average monthly housing placements (Individuals experiencing homelessness)	Quarterly	283	96	106	83	142
<b>2 - Homeless Services Continuum- Families (4 Measures)</b>						
Number of family households experiencing homelessness, January Point-in-Time (PIT)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1166
Number of family households experiencing homelessness (annual)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1753
Number of housing placements annually (family households)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	471
Average monthly census in family shelter	Quarterly	897	945	839	808	872
<b>3 - Youth-Focused Diversion Services (4 Measures)</b>						
Number of youth served in the Alternatives to the Court Experience Program (ACE)	Quarterly	378	329	343	383	767
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	Quarterly	43	55	38	31	47
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	Quarterly	200	205	246	232	456

Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	Quarterly	8	8	12	27	14
<b>4 - TANF &amp; FSET Case Management and Employment Assistance (6 Measures)</b>						
Total number of households receiving TANF case benefits (monthly average)	Quarterly	15052	14543	13245	12208	13762
Total number of adults receiving TANF cash benefits (monthly average)	Quarterly	13414	12412	11833	10549	12052
Total number of families (newly approved) for TANF by month	Quarterly	278	358	580	680	474
Total number of families exiting TANF	Quarterly	No data available	No data available	No data available	No data available	No data available
Total number of work-eligible TANF customers (monthly average)	Quarterly	10731	9930	9466	8349	9619
Total number of children receiving TANF cash benefits (monthly average)	Quarterly	26904	24838	22569	21924	24059
<b>5 - Eligibility Determination and Enrollment Support (9 Measures)</b>						
Number of client visits at service centers (monthly average)	Quarterly	830	No data available	820	799	816
Number of SNAP applications (monthly average)	Quarterly	3844	3725	3865	3044	3620
Number of re-certification applications accepted for SNAP	Quarterly	No data available	No data available	No data available	No data available	No data available
Number of calls received	Quarterly	113347	125502	89826	94910	423585
Number of clients receiving a combination of 3 benefits (TANF, SNAP, and Medicaid)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming
Number of Medicaid applications	Quarterly	No data available	No data available	No data available	No data available	No data available
Number of Medicaid applications that are approved	Quarterly	No data available	No data available	No data available	No data available	No data available
Number of Medicaid re-certifications that are submitted	Quarterly	No data available	No data available	No data available	No data available	Data Forthcoming
Number of Medicaid re-certifications that are approved	Quarterly	No data available	No data available	No data available	No data available	No data available
<b>6 - Supportive Services to Vulnerable Adults (3 Measures)</b>						
Number of cases investigated in APS	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1061
Number of referrals received in APS	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1705
Number of court Appointed Guardians/Conservators	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20

Title	Description	Complete to Date	Status Update	Explanation
<b>ADULT PROTECTIVE SERVICES (1 Strategic Initiative)</b>				
Implement the Elder Justice Initiative Grant	In FY16, APS was awarded \$200,000 from the Department of Health and Human Services' Administration for Community Living. APS will use the second phase of the grant's funding for its initiatives. APS will implement customized assessments that will assist vulnerable adults in achieving consistency at critical decisions making points as a part of the Structured Decision Making model (SDM).	75-99%	APS staff completed an additional IT training to refine technological skills. APS is now prepared for implementing 3 of the 4 customized assessments into Quick Base. Each assessment is completed in real time within 24 hours of client contact.	The project was not fully implemented in FY17 due to the federal government's delay in completing the inter-relater reliability and field testing for risk assessment. The testing's criteria must be met in order to gain certification of the assessments for implementation in the field. Certification is based on the data extract of one year or APS cases, which required intense research and statistical analysis.
<b>ELIGIBILITY DETERMINATION SERVICES (2 Strategic initiatives)</b>				
Implement the Business Process Redesign (BPR)	<p>In FY16, DHS began the rollout of the business process redesign (BPR) for the ESA service centers. DHS engaged national experts to implement a business process redesign for the ESA service centers. This redesign will ultimately reduce service center wait times, reduce the amount of errors, and eliminate the number of backlogged cases.</p> <p>In FY17, DHS staff at the service centers will be fully trained and the new operating standards will be used in all service centers. DHS will continue to monitor, assess, and make adjustments as necessary to ensure the highest quality services are delivered to its customers. One of the primary goals of the BPR is to provide a comprehensive, full service delivery experience for customers in one, single visit. That is, customers should be able to visit any service center one time to fully address their inquiry. DHS envisions the BPR leading to an overall reduced number of visits per client to service centers in the long-term.</p>	Complete	All five service centers are now operating under the new BPR. All service centers accomplished a noticeable decrease in the average lobby wait time per customer. Backlogs and wait time for non-lobby cases also continue to decrease. Fewer customers are making repeat visits, staff have more capacity to serve those who arrive for the first time and are completing more applications in a "one and done" manner. DHS and the BPR contractor continue to closely monitor any challenges and coach supervisors and workers on how to sustain the BPR processes.	
Implement the Online Customer Portal	DHS is seeking to streamline its services for its customers to reduce wait times at service centers. In FY17, DHS will implement the customer portal that will allow customers to enroll online for services and receive status updates. Customers will no longer need to wait in line at service centers to receive services.	0-24%	The Online Customer Portal for DCAS has been postponed for the remainder of FY17.	OCTO provided direction that the portal will be implemented in late FY18 or FY19.

	The customer portal will become available upon launching DCAS R2.2. Additionally, DHS is targeting the roll-out of a mobile application to further advance these efforts.			
<b>HOMELESS SERVICES CONTINUUM - FAMILIES (2 Strategic initiatives)</b>				
Refine Strategy to Divert and Exit Families from Homelessness	<p>DHS will continue its efforts to develop an effective system of care for families who experience homelessness. DHS will collaborate with the ICH and other partners to improve its operations and services for families who experience homelessness. In FY17, DHS will focus on:</p> <ul style="list-style-type: none"> <li>* redesigning the Family ReHousing and Stabilization Program (FRSP);</li> <li>* designing policies and protocol for the family Coordinated Assessment and Housing Placement (CAHP) system;</li> <li>* piloting a shallow rental subsidy program for working families;</li> <li>* providing a stronger connection to employment services; and</li> <li>* scaling homeless prevention and diversion efforts at the "front door" of the homeless services system.</li> </ul>	75-99%	FSA's prevention program continues to have extremely effective outcomes. Of the 2,390 families referred to prevention support services in FY17, 90% were diverted from the homeless shelter system. FSA modified FRSP case management services to increase touch points and includes connections to TANF employment program providers. These changes contributed to an increase in RRH exits from 367 in FY16 to 808 in FY17. DHS released the shallow subsidy rental program request for applications and anticipates program implementation by the end of 2017.	There were initial delays with developing the RFA for the shallow subsidy and the policies and protocol for CAHP. DHS anticipates both will be finalized and launched by the end of Q1 in FY18.
Landlord Risk Reduction Fund	The ICH, DHS, and DCHA will work with private and philanthropic partners to create a landlord risk reduction fund and to launch a targeted landlord outreach/engagement effort. These efforts will facilitate access to housing for households with significant rental barriers (including active rental debt, poor credit, or prior evictions).	Complete	Mayor Bowser launched the Landlord Partnership Fund, a privately funded initiative that will offer protections to landlords on the condition that they relax their screening criteria (credit score and past evictions). The protections will include the ability to collect reimbursements to cover unpaid rent, damages to the rental unit, or other lease charges. Eligible housing programs include Rapid Rehousing and Permanent Supportive Housing. DHS and private stakeholders are partnering to enlist landlords to commit to leasing units.	
<b>HOMELESS SERVICES CONTINUUM-INDIVIDUALS (2 Strategic initiatives)</b>				
Bring Housing Support System for Individuals Experiencing	DHS will continue its efforts to develop an effective crisis response system. DHS will collaborate with the ICH and other partners to improve operations to quickly stabilize and accelerate the connection back to permanent housing for individuals experiencing	75-99%	DHS built a cadre of 6 RRH and 18 PSH providers to serve up to 2,189 individuals and 700 families without case management capacity	DHS continues to work with ICH and community providers to leverage Medicaid to pay for case

Homelessness to Scale	<p>homelessness. In FY17, DHS will focus on:</p> <ul style="list-style-type: none"> <li>* bringing rapid re-housing (RRH), permanent supportive housing (PSH), and targeted affordable housing (TAH) programming to scale;</li> <li>* strategically targeting resources through the Coordinated Assessment and Housing Placement (CAHP) system;</li> <li>* providing a stronger connection to employment services from low-barrier shelters;</li> <li>* coordinating with key partners such as the ICH and DBH to expand street outreach services; and</li> <li>* leveraging Medicaid to pay for eligible services.</li> </ul>		<p>constraints. In TAH, DHS assigned 140/140 individuals and continues to refine the CAHP system prioritization process. DHS granted ~\$600K for a SNAP Employment and Training program targeting homeless individuals to 4 providers. The pilot provided ~200 individuals with employment training and 2 job fairs. DHS launched 2 initiatives to move 21 chronically homeless women from low barrier shelter into PSH and TAH.</p>	<p>management services. DHS will first need to standardize its case management services and rates before it is able to work with providers on appropriate billing procedures and receive approval from CMS.</p>
Establish a Downtown Day Center	<p>Last year, DHS opened the Adams Place Day Center. The Day Center addresses the long-standing need in the community of having a safe and dignified place for individuals experiencing homelessness to go during the day to take care of everyday needs and access long-term services and supports. In FY17, DHS is working to identify a new, downtown site for the Day Center, which given the more central location would allow access to services for a larger population. In FY17, DHS is seeking to expand partnerships and services offered at the current Day Center.</p>	50-74%	<p>Adams Place expanded services considerably to include medical services provided by Unity Health Care, the doubling of computer workstation usage, barbering services, and laundry usage. Visitation increased by 50% on a daily basis. DHS continues to pursue expanding day center opportunities for our low barrier shelter clients in neighborhoods where services are minimal including but not limited to downtown and Anacostia. DHS finalized a solicitation for day center services in FY18 to be released once adequate resources have been identified.</p>	<p>After considerable engagement with stakeholders, the decision to expand day services beyond a downtown center was made. The initiative continues to be constrained by a lack of resources.</p>

#### TEMPORARY ASST TO NEEDY FAMILIES (TANF) (4 Strategic initiatives)

Implement a TANF Hardship Policy for Customers	<p>TANF is funded through both a federal block grant and local dollars. The federal law mandated a five-year (60-month) time limit for TANF benefits under the Personal Responsibility and Work Opportunity Reconciliation Act of 1996. But, the District has contributed local funding to cover families who exceed this federal time limit. As of April 1, 2011, however, the District began to roll out a 60-month lifetime limit on TANF benefits by gradually reducing benefits for recipients who have exceeded the 60-month limit, by phase. The complete implementation was initially planned to be effective by the beginning of FY16 but has been extended another year into FY17. It is expected that the sudden loss of TANF benefit is likely to significantly affect a large number of vulnerable children and families in the District.</p>	75-99%	<p>A new TANF policy was passed by Council in FY17 and will take effect in FY18. This policy eliminates time limits for TANF customers and eliminates reduced benefits other than a single 6% sanction. DHS has adopted a Two Generational philosophy that will be integrated into all facets of the TANF program.</p>	<p>The BSA provided funding to implement this initiative in the second half of FY18.</p>
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	<p>During FY16 and FY17, TANF customers that have received TANF for more than sixty (60) months continue to receive benefits, but at a reduced amount per month. In FY16, DHS engaged a facilitator to make a recommendation on the TANF hardship policy after conferring with a group of key stakeholders, advocates, the Council, and DHS customers. In FY17, DHS will develop, design, and implement a TANF hardship policy for customers who have received TANF for more than sixty (60) months. The hardship policy shall be in accordance with DC regulations.</p>			
Enhance the TEP Providers' Quality of Services	<p>In January 2012, ESA began a redesign of its TANF Employment program (TEP). ESA has continually increased the types of services and program capacity each year with the intent of improving employment placement, retention rates, and education services for its customers. Many of DHS' TANF customers face multiple challenges and barriers to job placement and work readiness. TEP providers also provide case management services. When customers cannot be engaged, DHS deploys home visitors in attempts to re-engage them with their TEP providers. As such, DHS appropriately refers customers to TEP providers based on service type.</p> <p>In FY17, DHS will be making changes to program requirements in its human care agreements (HCA's) to better improve education and employment outcomes for customers. DHS will target the enhancement of the TEP providers' quality of services by strengthening the monitoring and support functions. Furthermore, the agency will develop performance score cards for the TEP providers. Score cards will allow DHS to better assess providers' capacity and quality of services based on their performance and types of service delivery. This will ultimately assist the agency in appropriately referring customers to the best fit TEP providers based on their scorecard assessment.</p>	75-99%	<p>DHS conducted a competitive solicitation and qualified 9 providers to serve as job placement providers and 13 providers to serve as educational and occupational training providers. Currently, there is a continuation of services of the existing providers until TANF employment program databases systems are adjusted to support the complicated incentive system within the new contract model. DHS will award the new human care agreements once the system changes are implemented in FY18.</p>	<p>The new contract model will not be implemented until the database updates are completed. The requirements were more complex than originally anticipated.</p>
Family Resource Simulator (FRS)	<p>In FY16, DHS explored available resources and tools to enhance the District's abilities to assist its staff and policy-makers in better understanding the relationship between different thresholds of income and earnings from programs (e.g. TANF, Child Care, etc.). DHS engaged Columbia University's National Center for Children in Poverty (NCCP) to discuss their Family Resource Simulator (FRS) tool and its applicability to the District.</p> <p>The FRS is a tool that allows DHS staff (i.e. case workers or vocational development specialists) and policy-makers to visualize the effects of different thresholds of income and customers' potential earnings from programs. DHS will collaborate with NCCP to tailor the FRS to District specific data and policy regulations to simulate realistic outcomes. DHS is</p>	75-99%	<p>The Family Resource Simulator calculator has been substantially completed, tested, and presented to DHS staff. There is some outstanding development and DHS initiated a no cost extension on the contract through the first quarter of FY18 to complete the refining and development of the product.</p>	<p>There is some outstanding development and DHS initiated a no cost extension on the contract through the first quarter of FY18 to compete refine the product and compete the development.</p>

	targeting policy formulation that does not create disincentives for program earnings or pursuing higher income levels. DHS will invest a small amount of \$75,000 to procure and implement this insightful tool in FY17.			
Increase the Engagement Level of TANF Customers	<p>DHS will target the reduction of the number of customers who do not engage through sanctions. Currently, customers receive a reduction in cash benefits equal to about 20 percent of the grant when they do not meet the work participation requirement of four consecutive weeks and does not provide documented good cause. A single reduction is designed to modify behavior and incentivize compliance (or demonstrate eligibility for an exemption), but is not often successful.</p> <p>In late FY16, DHS will begin the implementation of a progressive sanction policy to encourage TANF customers to participate in required employment, education, and training activities. The new structure is complemented with significant opportunities to engage and/or cure, which has three levels: a 20 percent reduction, a 50 percent reduction, and a full grant sanction. The progressive sanctions only follow continued lack of participation. In FY17, DHS will analyze the results of the sanction policy and its impact on work participation and/or engagement.</p>	Complete	<p>DHS has implemented the sanctioning process at a level 1 sanction (20%). Customers who do not engage are, after due process, being sanctioned in a uniform manner.</p> <p>However, the Council is in the process of passing legislation which effectively reduces the sanctioning process to a single level of sanction at 6%.</p>	
<b>Youth Services (2 Strategic initiatives)</b>				
Refine Homeless Youth Strategy	<p>In FY14, the DC Council passed the End Youth Homelessness Amendment Act. In FY17, DHS will collaborate with the ICH to develop and establish the Homeward DC Youth Plan. DHS received an additional \$2.3 million dollars for crisis beds, transitional housing, prevention, and reunification efforts in FY17. The Youth Services Division will align the new investments to the goals and objectives that will be established in the Homeward DC Youth plan. In FY17, the Youth Services Division will focus on:</p> <ul style="list-style-type: none"> <li>* expanding bed capacity to serve more youth who experience homelessness;</li> <li>* expanding prevention and diversion services for at-risk youth through the establishment of a new team at DHS; and</li> <li>* expanding the support of family reunification services (the vast majority of youth who experience homeless return to live with a family member).</li> </ul>	Complete	YSD opened a new transitional housing site for 10 youth placed through DYRS, which is operated by Covenant House. YSD secured a total of 39 additional beds in Q4. YSD is currently reviewing proposals to procure youth services for rapid rehousing, transitional housing, stabilization services, and street outreach. The Functional Family Therapy program continues to provide therapy for families to prevent youth from potentially running away and experiencing homelessness.	
Expand the PASS and ACE Programs	In FY17, the Youth Services Division will expand its personnel to meet capacity needs. In FY16, PASS and ACE staff were assigned a substantial number of cases with a steadily increasing number of referrals. In FY17,	Complete	YSD partnered with OAG to launch a truancy triage taskforce to assist OAG in screening and determining	

	<p>the Youth Services Division will focus on:</p> <ul style="list-style-type: none"> <li>* right-sizing the number of staff to the workload for PASS and ACE to provide adequate resources that will ensure current and additional youth are properly served;</li> <li>* targeting the provision of new, tailored services for youth that are referred to DHS based on their unique needs; and</li> <li>* soliciting services from community based providers, which includes restorative justice for PASS and ACE.</li> </ul>	<p>appropriate service tracks for youth referred for chronic truancy. YSD expanded services to youth by partnering with DPR and local non-profit, MindRight, to offer coaching and emotional support services. YSD launched Strengthening Teens Enriching Parents (STEP) to assist youth who are running away from home and will work to resolve individual and family issues that may contribute to this behavior.</p>	
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# District of Columbia Planning Documents

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OCA: District Performance Plans

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Agency Budget POCs

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Fiscal Year 2018

When you believe you are finished with this phase of your Performance Plan, press edit in the upper right, check this box, and then press save.

## 2018 Objectives

Strategic Objectives

[Full Report](#) | [Grid Edit](#) | [Email](#) | [More](#) 7 Objectives

	Objective Number	Strategic Objective	# of Measures	# of Operations
	1	Develop an effective crisis response system for unaccompanied adults who experience homelessness.	3	1
	2	Develop an effective system of care for families who experience homelessness.	3	1
	3	Implement a system of services and supports for youth, parenting youth and their families	7	1
	4	Empower DHS clients to improve their economic stability and well-being.	4	1
	5	Improve the customer experience at DHS service centers.	7	1
	6	Safeguard and improve the quality of life for vulnerable adults.	2	1
	7	Create and maintain a highly efficient, transparent and responsive District government. **	10	0

[Add Strategic Objective](#)

## 2018 Key Performance Indicators

### Key Performance Indicators

[Full Report](#) | [Grid Edit](#) | [Email](#) | [More](#) 27 Measures

	Measure	New Measure/ Benchmark Year	Directionality	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target	FY 2018 Quarter 1
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (3 Measures)</b>												
	Percentage of individuals returning to homelessness within 6- 12 months	<input type="checkbox"/>	Down is Better	4.8%	Not available	4.6%	Not Available	5.6%	Waiting on Data	6%	Waiting on Data	Annual Measure
	Individuals becoming homeless for the first time	<input type="checkbox"/>	Down is Better	4600	Not available	2336	Not Available	5257	Waiting on Data	5172	Waiting on Data	1533
	Average length of time (days) experiencing homelessness (individuals)	<input type="checkbox"/>	Down is Better	212	Not available	163	Not Available	247	Waiting on Data	126	Waiting on Data	109
<b>2 - Develop an effective system of care for families who experience homelessness. (3 Measures)</b>												
	Percentage of families returning to homelessness within 6- 12 months	<input type="checkbox"/>	Down is Better	3.9%	Not available	4.5%	Not Available	4.9%	Waiting on Data	2%	Waiting on Data	Annual Measure
	Families becoming homeless for the first time	<input type="checkbox"/>	Down is Better	685	Not available	523	Not Available	1139	Waiting on Data	861	Waiting on Data	125
	Average length of time (days) experiencing homelessness (families)	<input type="checkbox"/>	Down is Better	224	Not available	217	Not Available	269	Waiting on Data	328	Waiting on Data	380
<b>3 - Implement a system of services and supports for youth, parenting youth and their families (7 Measures)</b>												
	Percent of youth engaged in the ACE and PASS programs who complete the programs without additional legal involvement	<input type="checkbox"/>	Up is Better	Not available	Not available	69%	85%	87%	85%	88.3%	85%	88%

Percent of youth engaged in the ACE and PASS programs who show more than 15% improvement in attendance when truancy is an issue at the time of referral	<input type="checkbox"/>	Up is Better	78%	65%	71%	65%	62.5%	65%	63%	65%	62%
Percent of youth engaged in the Parent and Adolescent Support Services Program (PASS) and the Alternatives to the Court Experience Diversion Program (ACE) who show functional improvement at closure as indicated by statistically significant declines in their Child and Adolescent Functional Assessment Scale (CAFAS) scores	<input type="checkbox"/>	Neutral	78%	70%	71%	85%	88%	85%	90%	85%	86%
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	<input type="checkbox"/>	Up is Better	96%	95%	98%	95%	98.8%	95%	98%	95%	100%
Percent of teen parents receiving services from the Teen Parent Assessment program who are consistently attending their educational program (high school, GED, or other program) or who consistently attended and fulfilled the other requirements to successfully complete their educational program	<input type="checkbox"/>	Up is Better	96%	70%	63%	70%	66.3%	70%	67%	70%	82%
Youth Shelter Exits to Permanency	✓	Up is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure	2

Youth Diverted from Shelter Placement	✓	Up is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	New Measure	4	
<b>4 - Empower DHS clients to improve their economic stability and well-being. (4 Measures)</b>												
# of New Education or Training Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	✓	Up is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	10	Waiting on Data	
# of New Employment Placements per 1,000 TANF Work-eligible Customers (Monthly Average)	✓	Up is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	20	Waiting on Data	
% of TANF Employment Program Participants Who Participated in Eligible Activities	✓	Up is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	25%	Waiting on Data	
% of Newly Employed Customers Earning a DC Living Wage	✓	Up is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	25%	Waiting on Data	
<b>5 - Improve the customer experience at DHS service centers. (7 Measures)</b>												
Call Center: Abandonment Rate	<input type="checkbox"/>	Down is Better	33%	Not available	38%	30%	35%	25%	34.5%	15%	40%	
Food Stamp Error Rate	<input type="checkbox"/>	Down is Better	7.14%	7.7%	8%	7.5%	7.5%	6.8%	9.6%	8%	Waiting on Data	
SNAP Application Timely Processing Rate (applications processed within 7 days for e-SNAP and 30 days for regular SNAP)	✓	Up is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	80%	93%	
Service Center Average Wait Time in Lobby (minutes)	✓	Down is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	100	123	
Service Center Average Wait Time in non-Lobby (days)	✓	Down is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	4	5	
Service Center Same Day Completion Rate (% of Lobby Cases)	✓	Up is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	90%	88%	

Call Center: Average Wait Time (Minutes)	✓	Down is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	5	12
<b>6 - Safeguard and improve the quality of life for vulnerable adults. (2 Measures)</b>											
Percent of referrals in non- emergency cases where initial client contact and investigation takes place within ten working by Adult Protective Services	<input type="checkbox"/>	Up is Better	99%	95%	98%	95%	99.1%	95%	98.5%	95%	97%
Percent of Emergencies Responded to Within 24 Hours by Adult Protective Services	✓	Up is Better	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	80%	Semi-Annual Measure
<b>7 - Create and maintain a highly efficient, transparent and responsive District government.** (1 Measure)</b>											
Number of FOIA Requests	<input type="checkbox"/>	Up is Better	Not available	Not available	Not Available	Not Available	Needs Data Update	Needs Data Update	Needs Update	Needs Data Update	Annual Measure

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

## 2018 Operations

Operations    **Full Report** | **Grid Edit** | **Email** | **More**    **6 Activities**

	Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
<b>1 - Develop an effective crisis response system for unaccompanied adults who experience homelessness. (1 Activity)</b>						
	HOMELESS SERVICES CONTINUUM-INDIVIDUALS	Homeless Services Continuum-Individuals	The Family Services Administration provides a continuum of services to individuals experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing. The continuum of services includes outreach, coordinated entry, low barrier shelter, rapid rehousing, day programs, feeding programs, and permanent supportive housing. FSA also provides targeted support for Veterans experiencing homelessness as well as resources and services during extreme weather alerts.	Daily Service	6	4
<b>TOT</b>					<b>6</b>	<b>4</b>
<b>2 - Develop an effective system of care for families who experience homelessness. (1 Activity)</b>						



HOMELESS SERVICES CONTINUUM - FAMILIES	Homeless Services Continuum-Families	The Family Services Administration provides a continuum of services to families experiencing homelessness or at risk of homelessness, so that they can obtain and/or maintain improved housing. The continuum of family services includes centralized intake and eligibility assessment at the Virginia Williams Family Resource Center, prevention services, emergency shelter, rapid rehousing, housing navigation and permanent supportive housing.	Daily Service	4	4
<b>TOT</b>				<b>4</b>	<b>4</b>
<b>3 - Implement a system of services and supports for youth, parenting youth and their families (1 Activity)</b>					
Youth Services	Youth-Focused Diversion Services	<p>DHS provides youth-focused diversion services through the following programs:</p> <ul style="list-style-type: none"> <li>• Parent and Adolescent Support Services (PASS), which works to divert youth who have committed status offenses from court involvement and detention by conducting comprehensive youth assessments and providing intensive case management, in-home family counseling (Functional Family Therapy), and linkages to other supportive services.</li> <li>• Alternatives to Court Experience (ACE), which offers individually tailored and clinically-appropriate services to youth and families as alternatives to prosecution. The program works to reduce recidivism, reengage youths in school, and improve overall youth functioning</li> <li>• The Teen Parent Assessment Program (TPAP), which provides services to teen parents ages 17 and under who receive TANF. TPAP's goal is to move program participants towards self-sufficiency through completion of their high school or GED program.</li> <li>• Youth homeless services includes a continuum of homeless and prevention services targeted to youth.</li> </ul>	Daily Service	4	2
<b>TOT</b>				<b>4</b>	<b>2</b>
<b>4 - Empower DHS clients to improve their economic stability and well-being. (1 Activity)</b>					
TEMPORARY ASST TO NEEDY FAMILIES (TANF)	TANF & FSET Case Management and Employment Assistance	The Economic Security Administration provides case management and employment assistance through the Temporary Assistance for Needy Families (TANF) Employment Program and Food Stamp Employment and Training (FSET) Program, which provide job readiness and training activities designed to improve long-term employability and achieve sustaining income.	Daily Service	7	3
<b>TOT</b>				<b>7</b>	<b>3</b>
<b>5 - Improve the customer experience at DHS service centers. (1 Activity)</b>					

ELIGIBILITY DETERMINATION SERVICES	Eligibility Determination and Enrollment Support	<p>The Economic Security Administration provides eligibility determination and enrollment support for Federal and District cash, food, child care and medical benefits. These benefits include:</p> <ul style="list-style-type: none"> <li>• Temporary Assistance for Needy Families (TANF), which provides temporary income support assistance for low income families while helping them improve their long-term employability and achieve family-sustaining income;</li> <li>• Supplemental Nutrition Assistance Program (SNAP), which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability;</li> <li>• District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination.</li> <li>• District of Columbia's child care subsidy program.</li> <li>• Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), and the D.C. Healthcare Alliance Program.</li> </ul>	Daily Service	13	2
<b>TOT</b>				<b>13</b>	<b>2</b>
<b>6 - Safeguard and improve the quality of life for vulnerable adults. (1 Activity)</b>					
ADULT PROTECTIVE SERVICES	Supportive Services to Vulnerable Adults	<p>DHS provides supportive services to vulnerable adults through the following programs:</p> <ul style="list-style-type: none"> <li>• Adult Protective Services (APS), a crisis-centered and investigation-based program that receives referrals for alleged abuse, neglect, self-neglect and exploitation 24 hours a day, seven days a week.</li> <li>• The Strong Families Program, which provides immediate crisis intervention, stabilization and assessment services to District families experiencing acute crisis through intense case management and referral services. The Strong Families also provides relocation services to District families experiencing crisis due to emergency situations (critical incidents) such as building closures, natural disasters, fire emergencies, power outages and crime emergencies.</li> <li>• The Family Violence Prevention and Services Program, which is an initiative that supports the establishment, maintenance and expansion of programs to prevent incidents of family violence. It also provides immediate shelter and related assistance for victims of family violence and their dependents that meet the needs of all victims, including those in underserved communities.</li> <li>• The Office of Refugee Resettlement serves to transition District of Columbia Refugees from dependency on public assistance to self-sufficiency.</li> </ul>	Daily Service	3	1
<b>TOT</b>				<b>3</b>	<b>1</b>

TOT

37

16

## 2018 Workload Measures

Workload Measures - Operations	Full Report	Grid Edit	Email	More	37 Measures					
	Measure	New Measure/ Benchmark Year	Numerator Title	Units	FY 2014	FY 2015	FY 2016	FY 2017 Actual	FY 2018 Quarter 1	
<b>1 - Homeless Services Continuum- Individuals (6 Measures)</b>										
	Number of individuals experiencing homelessness (annual)	<input type="checkbox"/>	Number of individuals experiencing homelessness (annual)	Singles (Individuals)			11,144	11,334	Annual Measure	
	Number of individuals experiencing homelessness, January Point-in-Time (PIT)	<input type="checkbox"/>	Number of individuals experiencing homelessness, January Point-in-Time (PIT)	Singles (Individuals)	3,953	3,821	3673	3583	Annual Measure	
	Number of homeless Veterans, Point-in-Time (PIT)	<input type="checkbox"/>	Number of homeless Veterans (PIT)	Singles (Individuals)	408	408	338	285	Annual Measure	
	Number of individuals experiencing chronic homelessness, Point-in-Time (PIT)	<input type="checkbox"/>	Number of individuals experiencing chronic homelessness (PIT)	Singles (Individuals)	1,785	1,593	1568	1470	Annual Measure	
	Average monthly housing placements (Individuals experiencing homelessness)	<input type="checkbox"/>	Average monthly housing placements (Individuals experiencing homelessness)	Number (of housing placements)			150	142	77	
	Average monthly housing placements (Veterans)	<input type="checkbox"/>	Average monthly housing placements (Veterans)	Number (of housing placements)			99	98	109	
<b>2 - Homeless Services Continuum- Families (4 Measures)</b>										
	Number of family households experiencing homelessness (annual)	<input type="checkbox"/>	Number of family households experiencing homelessness (annual)	Families			2256	1753	Annual Measure	
	Number of housing placements annually (family households)	<input type="checkbox"/>	Number of housing placements annually (family households)	Number (of housing placements)			699	471	Annual Measure	

Number of family households experiencing homelessness, January Point-in-Time (PIT)	<input type="checkbox"/>	Number of family households experiencing homelessness, January Point-in-Time (PIT)	Families	1,231	1,131	1491	1166	Annual Measure
Average monthly census in family shelter	<input type="checkbox"/>	Average monthly census in family shelter	Number (of family households)			975	872	757
<b>3 - Youth-Focused Diversion Services (4 Measures)</b>								
Number of teen parents served by the Teen Parent Assessment Program (TPAP)	<input type="checkbox"/>	Number of youth served (TPAP)	Number (of youth)	65	65	67	47	34
Number of youth served by the Parent and Adolescent Support Services Program (PASS)	<input type="checkbox"/>	Number of youth served (PASS)	Number (of youth)	285	306	326	456	272
Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	<input type="checkbox"/>	Average monthly placements of youth experiencing homelessness placed through the coordinated entry system	Number (of youth)	7	16	14	14	9.6
Number of youth served in the Alternatives to the Court Experience Program (ACE)	<input type="checkbox"/>	Number of youth served (ACE)	Number (of youth)	321	612	860	767	351
<b>4 - TANF &amp; FSET Case Management and Employment Assistance (7 Measures)</b>								
Total Number of Work-Eligible TANF Customers (Monthly Average)	<input type="checkbox"/>	Total Number of Work-Eligible TANF Customers (Monthly Average)	Customers			11,693	9619	Waiting on Data
Average Number of Families Entering TANF (Per Month)	<input type="checkbox"/>	Average Number of Families Entering TANF (Per Month)	Families			Waiting on Data	304	379
Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	<input type="checkbox"/>	Total Number of Children Receiving TANF Cash Benefits (Monthly Average)	Children			27,472	24,059	Waiting on Data
Average TANF Caseload (Per Month)	✓	Average TANF Caseload (Per Month)	Caseload (Per Month)			New Measure	New Measure	11690
Average Number of Families Exiting TANF (Per Month)	<input type="checkbox"/>	Average Number of Families Exiting TANF (Per Month)	Families			Needs Data Update	641	478

Number of Families Re-certified for TANF Eligibility (Per Month)	✓	Number of Families Re-certified for TANF Eligibility (Per Month)	Families	New Measure	New Measure	Waiting on Data
Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	<input type="checkbox"/>	Total Number of Adults Receiving TANF Cash Benefits (Monthly Average)	Adults	Needs Data Update	12,052	Waiting on Data
<b>5 - Eligibility Determination and Enrollment Support (13 Measures)</b>						
SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	<input type="checkbox"/>	SNAP: Number of Households Re-certified for SNAP Eligibility (Per Month)	Households	Waiting on Data	3354	3299
Medical Assistance: Number of Medicaid Applications	<input type="checkbox"/>	Medical Assistance: Number of Medicaid Applications	Applications	Waiting on Data	No data available	No data available
SNAP: Number of SNAP Applications (Monthly Average)	<input type="checkbox"/>	SNAP: Number of SNAP Applications (Monthly Average)	Applications	Waiting on Data	4813	Waiting on Data
Medical Assistance: Number of Medicaid Applications that are Approved	<input type="checkbox"/>	Medical Assistance: Number of Medicaid Applications that are Approved	Applications	Waiting on Data	No data available	No data available
SNAP: Average SNAP Caseload (Per Month)	<input type="checkbox"/>	SNAP: Average SNAP Caseload (Per Month)	Caseload	Needs Data Update	71,743	70476
SNAP: Number of Households New Approved for SNAP and Receiving SNAP Benefits (Per Month)	✓	SNAP: Number of Households New Approved for SNAP and Receiving SNAP Benefits (Per Month)	Households	New Measure	New Measure	2425
Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	✓	Medical Assistance: Average Medicaid (MAGI + Non-MAGI) Enrollment (Per Month)	Individuals	New Measure	New Measure	263075
Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	✓	Medical Assistance: Average Alliance Medical Assistance Program Enrollment (Per Month)	Individuals	New Measure	New Measure	15507
Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	✓	Service Centers: Average Daily Number of Client Visits at Service Centers, Including Lobby Cases (Per Month)	Visits	New Measure	New Measure	791

Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	✓	Service Centers: Average Daily Number of Non-lobby Cases at Service Centers (Per Month)	Cases	New Measure	New Measure	541
Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	<input type="checkbox"/>	Call Center: Average Number of Calls Received, Includes Served + Abandoned (Per Month)	Calls	Needs Data Update	36,375	34012
Call Center: Average Number of Calls Served (Per Month)	✓	Call Center: Average Number of Calls Served (Per Month)	Calls	New Measure	New Measure	20541
Call Center: Average Hold Time Per Call (Average Duration of Calls Answered)	✓	Call Center: Average Hold Time Per Call (Average Duration of Calls Answered)	Minutes	New Measure	New Measure	15
<b>6 - Supportive Services to Vulnerable Adults (3 Measures)</b>						
Number of cases investigated in APS	<input type="checkbox"/>	Number of cases investigated in APS	Number (of cases)	Waiting on Data	1061	Annual Measure
Number of court Appointed Guardians/Conservators	<input type="checkbox"/>	Number of court Appointed Guardians/Conservators	Number (of court appointed guardians/conservators)	Waiting on Data	20	Annual Measure
Number of referrals received in APS	<input type="checkbox"/>	Number of referrals received in APS	Number (of referrals)	Waiting on Data	1705	Annual Measure

## 2018 Initiatives

Strategic  
Initiatives

Full Report | Grid Edit | Email | More 16 Strategic initiatives

	Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date	Add Initiative Update	Needs Initiative Update Notification
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### Eligibility Determination and Enrollment Support (2 Strategic initiatives)

<u>Improve access to benefit eligibility and enrollment services.</u>	During FY17, ESA made significant operational improvements in its five service centers in terms of processing benefits more quickly and accurately. During FY18, ESA will make further improvements to the benefit enrollment experience. First, ESA is enhancing its outreach team to expand in-home visits for individuals with mobility issues as well as coverage at sites like nursing homes and the DC Jail. The outreach team will grow and staff will receive standard training and equipment to ensure the quality of the customer experience matches service centers. Second, DHS will develop a mobile application that will allow customers to upload and electronically submit required documents without coming to a service center. Finally, ESA will continue to make it easier for non-English speaking customers to access benefits. In FY17, ESA added bi-lingual staff, placed a language ombudsman in every service center, and ensured forms were available in multiple languages. In FY18, ESA will expand language options on the call center self-service IVR prompts and ensure information on the DHS website is in multiple languages.	09-30-2018
<u>Reduce early morning lines outside of the service centers.</u>	For years, customers have started lining up outside of ESA service centers in the early morning, resulting in lines down the block by the time the doors open at 7:30 AM. The long wait times meant customers were not guaranteed to meet with an ESA social service representative unless they arrived at dawn. The business process redesign initiative implemented in FY17 is effectively reducing the need for repeat visits and ultimately wait times. Despite this progress, a significant number of customers continue to line up early to ensure they can receive their benefits. During FY18, ESA will establish and monitor the business process redesign performance targets, to ensure the reduction in wait time continues. ESA will also conduct marketing and outreach to customers to communicate the operational improvements and instill confidence that customers can be enrolled in benefits regardless of when they arrive at a service center.	09-30-2018
<b>Homeless Services Continuum- Families (4 Strategic initiatives)</b>		
<u>Develop a coordinated entry system for families seeking homeless assistance services.</u>	In FY17, DHS began engaging community partners and stakeholders in the planning and development of a coordinated entry system for households experiencing an episode of homelessness. In FY18, DHS will fully implement Coordinated Assessment and Housing Placement (CAHP) for Homeless Families, which will establish a standardized assessment as well as a coordinated referral and housing placement process to ensure that families experiencing homelessness are prioritized in accordance with those who are most vulnerable and have the most severe service needs.	09-30-2018

<u>Expand supports for TANF-eligible families by integrating efforts between the Family Services Administration (FSA) and the Economic Security Administration (ESA).</u>	For years, both FSA and ESA have provided case management and referral services to same population of families, with FSA focused on housing stability and ESA focused on employment security. Even with the different focus areas, there was invariably some level of redundancy and a risk of conflicting guidance. In FY17, DHS began blending case management across administrations by assigning ESA's Office of Work Opportunity (OWO) staff to serve as comprehensive case managers for families in Rapid Re-housing (RRH), Rapid Exit for families in emergency hotels, and the Homeless Service Prevention Program. During FY18, DHS will continue to identify opportunities to consolidate case management efforts across the administrations as well as develop consistent standards for case management services. The refinement and consolidation of case management will support the rollout of an integrated case management system within the DC Access System (DCAS) beginning in FY18.	09-30-2018
<u>Reduce length of stay in emergency shelter.</u>	During FY18, DHS will have a renewed focus on reducing the length of time that families stay in emergency shelter. For a number of years, the average time a family remained in emergency or temporary shelter was approximately one year. The goal is 90 days. A number of efforts are being pursued to exit families more quickly, which includes: improved case management with employment supports; regular outcome reporting by providers; and strategies to make Rapid Re-housing (RRH) work. There are also a number of efforts being implemented to address the challenge of finding affordable rental units for families trying to exit the shelter system. These strategies include changing the rental payment process so landlords are no longer at risk of partial payments and increased landlord engagement efforts. Additionally, the reduced length of stay will have a significant effect on the number of hotel rooms required.	09-30-2018
<u>Move closer toward closure of DC General..</u>	During FY18, the District will gradually stop placing families experiencing homelessness at DC General as it exits families currently living there into permanent housing and other more stable housing alternatives. Abatement and demolition activities are scheduled to be conducted on three facilities on the DC General campus starting in Q3 of FY18. The first three neighborhood-based, short-term family housing sites in Wards 4, 7 and 8 will open by the end of the year. Construction activities will continue on the remaining short-term family housing sites currently scheduled to open in FY19. During the year, FSA will complete operational standards and conduct solicitations to secure providers to run these facilities.	12-31-2019

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**Homeless Services Continuum- Individuals (4 Strategic initiatives)**


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<u>Lay the foundation for leveraging Medicaid to cover eligible PSH services.</u>	With support from the Interagency Council on Homelessness (ICH), DHS has been working with a sub-group of providers to collaboratively develop standards for Permanent Supportive Housing (PSH), which includes, but is not limited to, outreach services, housing navigation services, and case management services. DHS is currently finalizing the standards for those services, leveraging guidance from our HUD Technical Assistance provider. From there, DHS is developing performance metric and monitoring tools, and developing staffing/qualification models to deliver caseloads based on acuity and levels of service needs. All of this work will eventually lead to a methodologically-sound approach for establishing new rates for services and incorporating those standards and rates into future PSH contracts. Eventually, through on ongoing collaboration with the Department of Health Care Finance (DHCF), DHS will ensure our monitoring and billing for these standardized PSH services align with Medicaid requirements for reimbursement.	09-30-2018
<u>Improve coordinated entry for unaccompanied adults and youth.</u>	DHS continues to support and improve our coordinated entry system and outreach and in-reach services for individuals, which accounts for 58% of referrals to housing resources since March 2016. The Community Partnership (TCP) now manages a live registry and routinely convenes the Continuum of Care (CoC) to match vulnerable adults to available housing resources. In addition, coordinated entry participants are routinely making improvements to the process, which have included the creation of decision tree/flow diagrams for those who refuse housing, stronger communication materials about the role of the SPDAT in coordinated entry, and pilot referral models for Targeted Affordable Housing (TAH) vouchers.	09-30-2018
<u>Launch Rapid Re-housing (RRH) for individuals.</u>	DHS conducted a successful Rapid Re-housing (RRH) pilot for single adults experiencing homelessness in FY17 (RRH-I). During FY18, DHS will bring the RRH-I program to scale by awarding multiple human care agreements (HCAs) to an expanded group of providers. DHS plans to award these HCAs by the end of FY17, with full program implementation in FY18. With this expanded capacity, DHS will be able to serve a minimum of 400 individuals through this program in FY18. Program participants will receive financial assistance and case management to assist with housing stability for up to six months, as well as connection to longer term community-based supports as needed. DHS expects that at least 80% of individuals participating in the RRH-I program will maintain permanent housing.	09-30-2018
<u>Reform the low barrier shelter system</u>	FSA will continue to implement improvements to the low barrier shelter system for unaccompanied adults in FY18. A significant increase in local funds in FY18 will reduce DHS' dependency on uncertain federal carry over funds each year, which will allow for more stable contract and grant commitments. The low barrier shelter hours were expanded at the end of FY17 and will allow shelters to open two hours earlier in the evening and remain open two hours later in the morning. The extended hours will further allow shelter providers to meet their expanded requirements in terms of case management services provided on-site and expanded in-reach targeting the shelter long-stayers who have not previously engaged in services. For the first time, DHS provided grants in late FY17 for SNAP employment and training services targeting individuals currently or previously experiencing homelessness. DHS is also pursuing expanded day center options to have more opportunities to connect clients to housing and employment supports.	09-30-2018

**Supportive Services to Vulnerable Adults (1 Strategic Initiative)**Implement the Elder Justice Initiative Grant.

In FY17, the United States Department of Health and Human Services' Administration for Community Living approved a no-cost extension to complete The National Adult Maltreatment Reporting System (NAMRS), which will include data components, customization, and implementation of the Structured Decision Making Model (SDM) assessments in 2018. The full implementation of these two components will position DHS/APS to annually submit key requisite data elements in fulfillment of the NAMRS, while also moving to a mobile environment that will facilitate real time information from the field. This project will ultimately enhance the program's consistency at critical decision-making points as part of case investigations using the SDM.

09-30-2018

**TANF & FSET Case Management and Employment Assistance (3 Strategic initiatives)**Identify and implement more impactful outreach and communication methods to ensure information is reaching clients.

The Economic Security Administration (ESA) regularly sends notification to clients regarding benefit recertification requirements, program changes, and service offerings. Based on input from a client survey and feedback from partners and advocates, it is clear that information is not always effectively reaching our clients. ESA, working with the LAB@DC, will pilot and assess alternative communication methods (i.e. flyers vs robocalls vs simplified language on notifications). The pilot exercise will also track which communication method is effectively reaching clients based on response rates and compliance with instructions. The first correspondence in the pilot will be TANF recertification notices and will include a control group to see if one group of clients is more responsive based on alert method. ESA will shape its broader client communication strategy based on pilot results.

09-30-2018

Expand the Targeted Mobility Coaching pilot to include families new to TANF.

In FY16, ESA's Office of Work Opportunities (OWO) piloted the Targeted Mobility Coaching with families who had a history of not engaging in case management and employment programs. Targeted Mobility Coaching is a family-centered case management model to empower customers by building skills and behaviors through peer mentorship. The pilot for this hard-to-reach population showed improved engagement levels compared to standard case management. In FY18, DHS is going to pilot Targeted Mobility Coaching to new families receiving TANF, to track whether participating families are moved off of TANF more quickly than those receiving standard case management through the TANF Employment Program. The Targeted Mobility Coaching will be led by staff from OWO, who will carry smaller caseloads than standard. Results from the pilot will inform whether to pursue a broader rollout or if the method should be targeted to a certain subpopulation.

09-30-2018

<a href="#"><u>Implement new TANF policy and new TANF employment program human care agreements (Employment/Occupational Training and Job Placement)</u></a>	<p>The TANF program changes implemented in FY18 will both guarantee the security and wellbeing of children in a household with cash income as well as support parents to replace income from TANF with income from work through engagement in meaningful education and employment activities that increase their economic security. The District's new TANF policy distinguishes the District from any other jurisdiction in the nation by institutionalizing the value that keeping cash in the home is an important protective factor for children. A TANF household's grant will never drop below 94% of the maximum level due to work sanction. By April 2018, DHS will execute a communications plan to explain the program changes, perform technical upgrades to the DCAS system, train staff and providers, and draft regulations to operationalize the new policy.</p> <p>DHS is committed to building stronger pathways to employment for TANF recipients. During FY17, ESA crafted requirements for new TANF employment program (TEP) providers to address client input on program effectiveness received through a survey as well as best practices and the employment market in the District. The new TEP human care agreements were awarded at the end of FY17 and will be fully implemented by the end of FY18. During FY18, DHS will implement required IT system changes and train providers on the new program standards to ensure a smooth adoption.</p>	09-30-2018
<b>Youth-Focused Diversion Services (2 Strategic initiatives)</b>		
<a href="#"><u>Expand youth homeless programs.</u></a>	<p>In FY18, the FSA Youth Services Division (YSD) received nearly \$4M in new funds for youth homeless services including transitional housing, permanent supportive housing, rapid rehousing, shelter beds and youth housing stabilization support services. These funds are aligned with the needs and program models identified in the Solid Foundations DC youth homelessness strategic plan. YSD will award grants to a number of providers to manage the expanded services, as well as enhance existing grant monitoring processes.</p>	09-30-2018
<a href="#"><u>Increase the capacity of the Youth Services Division including the rollout of the STEP initiative in support of runaway youth and their families.</u></a>	<p>Alternatives to the Court Experience (ACE) and the Parent and Adolescent Support Services (PASS) programs have demonstrated effective outcomes for the youth served since their inception. In FY18 the programs will receive approximately \$3.8M in additional funding to add two new teams of caseworkers and supervisors. There will be a dedicated PASS team redeployed to support the Mayor's new cross-agency effort (Strengthening Teens Enriching Parents, or STEP) to support youth reported missing to MPD. The design and protocols of the STEP team will be completed in early FY18. As part of the STEP initiative, referrals which traditionally came from schools and service providers will be coming from MPD. Another PASS team will be dedicated specifically to high risk youth and providing a higher intensity of services. The other new staff will be focused on growing both programs to better meet demand.</p>	09-30-2018

## 2018 Initiative Updates

Initiative Updates    [Full Report](#) | [Grid Edit](#) | [Email](#) | [More](#)    **16 Initiative Updates**

	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	Quarters
<b>Develop a coordinated entry system for families seeking homeless assistance services. (1 Initiative Update)</b>								
	<u>Develop a coordinated entry system for families seeking homeless assistance services.</u>	DHS' Coordinated Assessment and Housing Placement for Homeless Families (CAHP-Families) ensures that interventions and assistance are tailored to the needs of families being served while developing fair and equal access to services based on a family's vulnerabilities, strengths, and needs. Following the CAHP-Families development phase, DHS held the official kickoff meeting with providers in early December.	Complete	High	Transformative	CAHP-Families has been fully implemented and is currently underway. DHS continues to refine its processes but remains confident that this initiative will allow us to better understand the needs of our homeless services system, allocate resources across the Continuum of Care (CoC), and transition families more quickly and appropriately.		Q1
<b>Expand supports for TANF-eligible families by integrating efforts between the Family Services Administration (FSA) and the Economic Security Administration (ESA). (1 Initiative Update)</b>								

Expand supports for TANF-eligible families by integrating efforts between the Family Services Administration (FSA) and the Economic Security Administration (ESA).

Following the successful linkage of ESA's OWO staff and case management services for families in Rapid Re-housing, Rapid Exit for families in emergency hotels and the Homeless Service Prevention Program, DHS has continued to identify opportunities to optimize service delivery for TANF-eligible families across ESA and FSA portfolios. In addition, DHS has delineated expectations for consistent case management service delivery in anticipation of the forthcoming roll-out of DCAS's integrated case management system functionality.

0-24%

High

Incremental

By identifying opportunities to integrate and enhance service delivery across ESA and FSA portfolios, DHS is able to more economically and efficiently provide supportive resources to our clients. This also creates an opportunity to guarantee that service delivery meets uniform expectations for the quality of case management services across the board at DHS.

Q1

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**Expand the Targeted Mobility Coaching pilot to include families new to TANF. (1 Initiative Update)**

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Expand the Targeted Mobility Coaching pilot to include families new to TANF.

Following the success of OWO's pilot of Target Mobility Coaching for non-engaged families, DHS designed a pilot of Targeted Mobility Coaching for new TANF families and existing customers who have not responded to traditional service models. This pilot includes an experimental group receiving the Targeted Mobility Coaching, as well as a control group receiving standard case management through the TANF Employment Program. This design will allow ESA to determine if the experimental group is able to move off of TANF faster than the control group.

0-24%

Medium

Incremental

Piloting Targeted Mobility Coaching for new TANF families will provide valuable insight into the applicability of this family-centered case management model. If the results of the pilot show improved outcomes, ESA will be able to roll out this model more broadly and in doing so, will be able to implement a more effective case management approach.

Q1

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**Expand youth homeless programs. (1 Initiative Update)**

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<u>Expand youth homeless programs.</u>	FSA Youth Services Division (YSD) has begun awarding grants to service providers to manage expanded housing and support services. YSD added 16 transitional housing beds, 44 low-barrier shelter beds, and has expanded street outreach programs. YSD will finalize agreements for permanent supportive housing, rapid rehousing, and stabilization services in Q2. In addition to implementing an enhanced grant monitoring process for these newly awarded funds, YSD is investing in the grant monitoring processes for existing youth service grants.	50-74%	High	Demonstrable	By broadening availability, increasing outreach, and diversifying youth support service offerings, YSD will be able to intervene earlier for at-risk youth and will have the capacity to link more youth who are unstably housed or at risk of homelessness to targeted services; have increased housing options and/or availability; and expanded crisis services to homeless youth.	Q1
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**Identify and implement more impactful outreach and communication methods to ensure information is reaching clients. (1 Initiative Update)**

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Identify and implement more impactful outreach and communication methods to ensure information is reaching clients.

ESA has worked with the Lab @ DC to design and test alternative forms of outreach to increase the engagement of TANF customers. The test pilot included a control group receiving the standard TANF recertification notice and an experimental group receiving the recertification notice via an alternative form of communication. The Lab currently has six months of data and is in the process of performing data analysis. Once the results are fully analyzed, ESA will work with the Lab to shape its broader client communication strategy.

25-49%

High

Incremental

By increasing the efficiency of client outreach and communication, ESA accomplishes two goals: First, ESA is able to reach more clients in a timelier manner and is able to more clearly communicate important updates to clients. Second, by increasing the efficiency of outreach and communication, ESA is able to save valuable agency resources by eliminating duplicated efforts.

Q1

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**Implement new TANF policy and new TANF employment program human care agreements (Employment/Occupational Training and Job Placement) (1 Initiative Update)**

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Implement new TANF policy and new TANF employment program human care agreements (Employment/Occupational Training and Job Placement)

The framework of new Sanction regulations is established and requirements are being designed. DHS has conducted outreach to the Council of the District of Columbia to discuss the new TANF policy and human care agreements. DHS has also convened listening sessions with TANF Ambassadors and Working Group members to solicit feedback and develop cogent messages to explain the changes to the TANF policy to clients. Simultaneously, DHS is updating IT systems and working with staff and providers to accommodate policy and program standard modifications.

25-49%

High

Incremental

The TANF program changes accomplish two critical goals: First, the two-generation bifurcation of TANF benefits safeguards the wellbeing of children in households receiving TANF. Second, enhanced support for engagement education and employment activities will increase economic security for parents.

Q1

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**Implement the Elder Justice Initiative Grant. (1 Initiative Update)**

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<u>Implement the Elder Justice Initiative Grant.</u>	Since implementation of three of the four customized Structured Decision Making (SDM) assessment tools, the first quarter has involved troubleshooting and resolving database/technology concerns, while streamlining and optimizing current practice. This continues to lay the groundwork for implementation of the fourth and final assessment which identifies client risk and the level of severity.	75-99%	High	Incremental	The implementation of SDM has led to increased efficiency, consistency in decision making throughout the life of a case investigation, established priority levels that is associated with timing constraints for addressing each case, and promoted real-time information on every case under investigation. Each of these attributes has established a more streamlined and improved process that has scientific merit and support.	Q1
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**Improve access to benefit eligibility and enrollment services. (1 Initiative Update)**

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Improve access to benefit eligibility and enrollment services.

ESA began training staff to offer services to individuals with mobility disabilities and other individuals unable to visit service centers. ESA began the early design and development process for a mobile application that will further broaden the base of clients able to access benefit enrollment while simultaneously easing operational constraints at service centers. Finally, ESA has started testing new interactive voice response options for non-English speaking customers.

0-24%

High

Incremental

Improving access to benefit services broadens ESA's client base to reach eligible families and individuals who have traditionally faced physical or language-based barriers in the enrollment process. Concurrent technological advances will allow all clients to access services quickly and conveniently and will increase efficiency at service centers for clients who prefer or are required to meet with a representative in person.

Q1

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**Improve coordinated entry for unaccompanied adults and youth. (1 Initiative Update)**

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<u>Improve coordinated entry for unaccompanied adults and youth.</u>	DHS continues to partner with stakeholders to design creative solutions and a cohesive strategy for increasing the housing options for unaccompanied individuals. This includes right-sizing staff and streamlining referrals for Permanent Supportive Housing (PSH), Targeted Affordable Housing, Rapid Re-housing, and Transitional Housing. A new referral process was developed to reach the long-staying shelter population and referrals for PSH will be prioritized based on a combination of assessment score, length of homelessness, and overall wellness.	0-24%	High	Incremental	In FY18, DHS is making process improvements and building capacity for strategies to connect unaccompanied adults and youth who experience homelessness with more permanent, stable housing and essential employment services. This will expand DHS and key partners' abilities to reach individuals who are experiencing and at risk of experiencing homelessness.	Q1
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**Increase the capacity of the Youth Services Division including the rollout of the STEP initiative in support of runaway youth and their families. (1 Initiative Update)**

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Increase the capacity of the Youth Services Division including the rollout of the STEP initiative in support of runaway youth and their families.

STEP launched in September of 2017 and includes a team of 5 direct service workers, a supervisor, an analyst and a program support specialist. Youth come to the attention of STEP via daily reports received from the official missing persons reports filed to the MPD. Through a weekly call and daily reports STEP partners with MPD, CFSA, CSS, DYRS, OAG, and DBH to identify which agency will take the lead on providing services to the youth and family. STEP protocols are established and the team is currently working with more than 100 families.

25-49%

High

Incremental

Investing in the proven effectiveness of the ACE and PASS programs, while coordinating the cross-agency STEP program provides a solid foundation for expanding and diversifying YSD capacity to address the needs of homeless youth and youth at risk of becoming homeless.

Q1

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**Launch Rapid Re-housing (RRH) for individuals. (1 Initiative Update)**

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Launch Rapid Re-housing (RRH) for individuals.

DHS has begun scaling up the FY17 RRH pilot for single adults experiencing homelessness by awarding HCAs and onboarding six new RRH service providers. At any given time DHS will be able to serve 200 single adults. DHS staff and RRH providers have received comprehensive affordability training and RRH coordinated entry for single adults training. In addition, a database system has been developed to capture client level information (case management notes, service plans, unit address, landlord information, financial assistance, etc.).

0-24%

High

Incremental

With this expanded capacity, DHS will be able to provide more program participants with financial assistance and case management support to assist with housing stability and connect individuals experiencing homelessness to long term community-based supports. To date, DHS is serving 176 single adults.

Q1

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**Lay the foundation for leveraging Medicaid to cover eligible PSH services. (1 Initiative Update)**

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Lay the foundation for leveraging Medicaid to cover eligible PSH services.

DHS has completed the crosswalk for merging Permanent Supportive Housing (PSH) Human Care Agreement and PSH case management standards. DHS has developed and communicated performance metrics and monitoring tools with PSH providers, and has begun development of staffing and qualification models to prioritize caseload delivery based on acuity and levels of service needs.

50-74%

High

Incremental

Aligning the Permanent Supportive Housing Program Human Care Agreements will standardize the case management services and rates across providers. Through collaboration with the Department of Health Care Finance (DHCF), DHS will ensure that monitoring and billing for standardized PSH services align with Medicaid requirements for reimbursement. This will both increase the efficiency and economy of services provided to DHS clients.

Q1

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**Move closer toward closure of DC General.. (1 Initiative Update)**

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<u>Move closer toward closure of DC General..</u>	DHS is focused on prevention efforts and rapid exits to permanent housing from emergency shelter to decrease reliance on DC General and overflow hotels. DHS has also monitored construction of Short-term Family Housing (STFH) sites in Wards 4, 7, and 8, developed a plan for closing DC General, drafted a manual for emergency shelter operations in overflow hotels during the transition, and developed solicitations to secure providers to run these facilities. Construction planning efforts have also been initiated at the remaining STFH sites.	0-24%	Medium	Demonstrable	Replacing DC General with facilities located across the city will have many positive effects. The replacement sites will provide more dignified facilities for individuals and families experiencing homelessness. By locating facilities throughout the city, supportive service providers will be better able to reach clients and connect them with nearby community resources. Finally, the cost of maintaining the deteriorating facilities at DC General will be lessened by housing individuals and families in cleaner, safer, and more economical facilities.	Q1
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**Reduce early morning lines outside of the service centers. (1 Initiative Update)**

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<u>Reduce early morning lines outside of the service centers.</u>	ESA has been monitoring business process redesign performance targets and has begun to establish benchmarks for upcoming dashboard reports as well as highlighting areas where the process can be further enhanced. ESA has initiated the process of designing marketing and outreach campaigns to communicate the improved business process as well as alternatives available to clients, in lieu of waiting in line outside the service centers early in the morning.	0-24%	High	Incremental	While the business process redesign has had a measureable impact on the operational efficiency at service centers, these achievements won't resonate with clients unless they are routinely monitored and the improvements are clearly communicated to our clients. By building a reputation and demonstrating consistent improvement, we can save clients valuable time and further enhance the quality of their interactions with ESA.	Q1
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**Reduce length of stay in emergency shelter. (1 Initiative Update)**

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<u>Reduce length of stay in emergency shelter.</u>	To reduce the time that families stay in emergency shelter, DHS has implemented efforts to increase accountability for case management services, strengthened relationships with landlords, and promoted housing stability for exiting clients. This includes bi-monthly case staffing with providers, development of a Landlord Partnership Fund, and establishment of a Rental Partnership Initiative to improve the payment structure, protect investments, and ensure receipt of timely payments for participating Rapid Re-housing landlords.	0-24%	Medium	Transformative	Ensuring that families in shelter have quality services to address barriers to housing stability and exit shelter as quickly as possible will have a transformative impact on our homeless services system. Through immediate assessment and referrals to community services, clients begin addressing barriers immediately following placement, thereby reducing the amount of time a family spends in emergency shelter. The reduction in time in emergency shelters will reduce the number and cost of hotel rooms required to house these families.	Q1
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**Reform the low barrier shelter system (1 Initiative Update)**


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Reform the low barrier shelter system

DHS has reduced the length of stay in the low-barrier shelter system by leveraging targeted housing resources and collaborating with onsite providers to align intervention strategies with individual client needs. DHS has also re-purposed unused capacity toward individuals with higher priority needs, including medically challenged clients and very vulnerable clients. Finally, DHS has created and enhanced daytime services at and near low-barrier shelters.

25-49%

Medium

Incremental

By expanding the case management services provided on-site and expanded in-reach targeting the low-barrier shelter clients who have not previously engaged in services, DHS is increasing the points of access to prevention assistance, referrals to housing, and other critical support services.

Q1

## Administrative Information

**FY Performance Plan** Department of Human Services FY2018 **Record ID#** 398

**Performance Plan ID** 272

Created on Dec. 15, 2016 at 3:17 PM (EST). Last updated by [Katz, Lia \(EOM\)](#) on June 6, 2017 5:49 PM at 5:49 PM (EDT). Owned by [Katz, Lia \(EOM\)](#).

Agency Name

Department of Human Services (DHS)

Annual Freedom of Information Act Report for Fiscal Year 2017  
October 1, 2016 through September 30, 2017

FOIA Officer Reporting Robert C. Warren, Jr.

PROCESSING OF FOIA REQUESTS

1. Number of FOIA requests received during reporting period .....	62
2. Number of FOIA requests pending on October 1, 2016.....	3
3. Number of FOIA requests pending on September 30, 2017.....	2
4. The average number of days unfilled requests have been pending before each public body as of September 30, 2017 .....	23.4

DISPOSITION OF FOIA REQUESTS

5. Number of requests granted, in whole.....	38
6. Number of requests granted, in part, denied, in part.....	11
7. Number of requests denied, in whole.....	5
8. Number of requests withdrawn.....	2
9. Number of requests referred or forwarded to other public bodies.....	6
10. Other disposition .....	0

NUMBER OF REQUESTS THAT RELIED UPON EACH FOIA EXEMPTION

11. Exemption 1 - D.C. Official Code § 2-534(a)(1).....	0
12. Exemption 2 - D.C. Official Code § 2-534(a)(2).....	14
13. Exemption 3 - D.C. Official Code § 2-534(a)(3)	
Subcategory (A).....	0
Subcategory (B).....	0
Subcategory (C) .....	0
Subcategory (D) .....	0
Subcategory (E) .....	0
Subcategory (F) .....	0
14. Exemption 4 - D.C. Official Code § 2-534(a)(4) .....	2
15. Exemption 5 - D.C. Official Code § 2-534(a)(5).....	0

16. Exemption 6 - D.C. Official Code § 2-534(a)(6)	
Subcategory (A).....	0
Subcategory (B).....	0
17. Exemption 7 - D.C. Official Code § 2-534(a)(7).....	0
18. Exemption 8 - D.C. Official Code § 2-534(a)(8).....	0
19. Exemption 9 - D.C. Official Code § 2-534(a)(9).....	0
20. Exemption 10 - D.C. Official Code § 2-534(a)(10).....	0
21. Exemption 11 - D.C. Official Code § 2-534(a)(11).....	0
22. Exemption 12 - D.C. Official Code § 2-534(a)(12).....	0

#### TIME-FRAMES FOR PROCESSING FOIA REQUESTS

23. Number of FOIA requests processed within 15 days.....	41
24. Number of FOIA requests processed between 16 and 25 days.....	17
25. Number of FOIA requests processed in 26 days or more.....	4
26. Median number of days to process FOIA Requests.....	16.9

#### RESOURCES ALLOCATED TO PROCESSING FOIA REQUESTS

27. Number of staff hours devoted to processing FOIA requests.....	720
28. Total dollar amount expended by public body for processing FOIA requests.....	\$36,970

#### FEES FOR PROCESSING FOIA REQUESTS

29. Total amount of fees collected by public body.....	\$0
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#### PROSECUTIONS PURSUANT TO SECTION 207(d) OF THE D.C. FOIA

30. Number of employees found guilty of a misdemeanor for arbitrarily or capriciously violating any provision of the District of Columbia Freedom of Information Act .....	0
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#### QUALITATIVE DESCRIPTION OR SUMMARY STATEMENT

Pursuant to section 208(a)(9) of the D.C. FOIA, provide in the space below or as an attachment, "[a] qualitative description or summary statement, and conclusions drawn from the data regarding compliance [with the provisions of the Act]."

1) Given the mission of DHS, the vast majority of its FOIA requests come from public interest organizations, the press and indigent DHS clients. DHS waives the fees accordingly. 2) DHS had four large and extensive FOIA requests with multiple extensions. This skewed the average response time as well as the number of staff hours and dollar amounts expended. 3) In order to address No. 2, DHS established a new FOIA response protocol designating two POC's in each DHS office dedicated to FOIA.

### Attachment 38 - Electronic Databases

Division	Dataset Name	Age of Data Sets	Dataset Summary	Any discussion of substantial upgrades that have been made or are planned to the system	Public Access
ESA	Automated Client Eligibility Determination System (ACEDS)	25	<p>The Automated Client Eligibility Determination System (ACEDS) stores a range of demographic and income data to determine eligibility for Medical benefits based on the Modified Adjusted Gross Income(MAGI). Based upon the new MAGI methodology, the Medicaid Renewal Form M1 will collect information on the applicant and members of the applicant's household including:</p> <ul style="list-style-type: none"> <li>• Employment and income</li> <li>• Tax filing information</li> <li>• Current health insurance coverage or Medicaid, if applicable</li> <li>• Medicaid and non-Medicaid applicants</li> <li>• Citizenship and eligible immigration status</li> </ul>	ACEDS is in the process of being replaced by DCAS. It is a 5 year plan that is in its 4th year.	No
ESA	Customer Assessment Tracking and Case History 2 (CATCH 2)	7	Customer Assessment Tracking and Case History (CATCH 2) is a case management application that tracks and records customers' participation in work activities and generates monthly invoices (reimbursement payments to service providers) based on participation. The system provides access to customers' engagement information for purposes of policy development, program enhancement, and resource allocation. The application provides visibility for the services TANF customers receive from assessment to the moment they are ready to transition from welfare to self-sufficiency.	Yes. CATCH is in the process of being upgraded to adhere to the new DHS TANF policy.	No

### Attachment 38 - Electronic Databases

Division	Dataset Name	Age of Data Sets	Dataset Summary	Any discussion of substantial upgrades that have been made or are planned to the system	Public Access
ESA	Food Stamp Employment and Training Referral Program (FSET)	21	<p>The mission of the Food Stamp Employment Program is to assist SNAP recipients in gaining employment or skills that would increase self-sufficiency. The FSET application captures customer information, who as a condition of their SNAP eligibility, must comply with work requirements unless otherwise exempt. What services are available?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Transportation Costs</li> <li><input type="checkbox"/> Childcare Costs</li> <li><input type="checkbox"/> Educational Services</li> <li><input type="checkbox"/> On the Job Training</li> <li><input type="checkbox"/> Job Placement Services</li> <li><input type="checkbox"/> Case Management</li> <li><input type="checkbox"/> Use of the Computer Lab</li> <li><input type="checkbox"/> Resume Development</li> <li><input type="checkbox"/> Interviewing Techniques</li> <li><input type="checkbox"/> And other support services</li> </ul>	Yes. FSET is currently using outdated technology. We plan on creating a new system to track FSET cases.	No
ESA	Service Center Intake Log	6	SCIL is used to schedule SNAP customers for SNAP Comprehensive assessment interviews. Information in the dataset will include client demographics, housing statuses, language preferences, and special needs.	This system was replaced by a vendor provided solution by the name of PATHOS.	No
ESA	SNAP Comprehensive Assessment (SCA)	3	The SNAP Comprehensive Assessment (SCA) is a comprehensive online resource used to improve the assessment of SNAP participants. SCA is a critical tool in helping to meet the primary objectives OF SNAP to help income eligible residents and families buy food, p increase employment, and improve self-sufficiency among the most vulnerable DC populations. This database contains information relating to participants such as barriers to employment, household, demographic, housing, and health.	Yes. SCA is a Government Off the Shelf product that doesn't work well. We are replacing SCA with a new system within the next fiscal year.	No

### Attachment 38 - Electronic Databases

Division	Dataset Name	Age of Data Sets	Dataset Summary	Any discussion of substantial upgrades that have been made or are planned to the system	Public Access
ESA	TANF Comprehensive Assessment (TCA)	5	The TANF Comprehensive Assessment (TCA) formerly the Online Work Readiness Assessment (OWRA) created by the Federal Office of Family Assistance (OFA) is a comprehensive online resource used to improve the assessment of TANF participants. TCA is a critical tool in helping to meet the primary objectives of TANF to promote stronger families, increase employment, and improve self-sufficiency among the most vulnerable DC populations. This database contains information relating to participants such as barriers to employment, household, demographic, housing, and health.	Yes. TCA is a Government Off the Shelf product that doesn't work well. We are replacing TCA with a new system within the next fiscal year.	No
FSA	Shelter To Exit Plan (STEP) Tool	7	The Shelter To Exit Plan (STEP) tool addresses all stages of a customer's transition to housing. The Quick Base DHS STEP Tool application tracks households, Lease-Ups, programs (Permanent Supportive Housing, Rapid Rehousing, Emergency Shelter, Transitional Housing, Frontline Shelters, provides, buildings, inspections, Housing Code Violation, Furniture requests, and Grants) all with the ability to upload documentation.	No	No
FSA	Adult Protective Service	7	The Adult Protective Service (APS) application is used to store reported adult abuse and neglect case referrals and follow- ups.	No	No
FSA	DHS Clients	4	The DHS Clients application serves as the central repository for PASS, APS, ERAP, HTH, TPAP , <b>STEP Program</b> and Strong Families customer <b>demographic</b> information.	No	No
FSA	Emergency Rental Assistance Program (ERAP)	6	DHS ERAP tracks the disbursement of funds to approved housing sources. The system enables Providers representatives to create, view and accept rental assistance applications.	No	No
FSA	Housing the Homeless	7	The HTH application tracks individuals and families with histories of homelessness to ensure housing stabilization, maximum levels of self-sufficiency and an overall better quality of life.	No	No
FSA	Parent and Adolescent Support Services (PASS)	7	PASS tracks and indicates trends in DC families of youth who are committing status offenses. PASS works cooperatively with families and service providers to reduce these challenging behaviors before child welfare, and/or juvenile justice intervention is needed.	No	No



### Attachment 38 - Electronic Databases

Division	Dataset Name	Age of Data Sets	Dataset Summary	Any discussion of substantial upgrades that have been made or are planned to the system	Public Access
FSA	Refugee and Resettlement	6	Refugee and Resettlement captures registered refugees and tracks their benefits, services, and health assessments.	No	No
FSA	Strong Families	6	Strong Families tracks heads of household service referrals for subsidized housing, mental health, special education, and information on their children.	No	No
FSA	Teen Parent Assessment Program (TPAP)	3	TPAP assists case workers in tracking services and referrals to teen parents.	No	No
FSA	Virginia Williams Family Resource Center (VWFRC)	2	The Virginia Williams Family Resource Center provides an opportunity for DHS to better serve the District's families experiencing homelessness by several critical services, Homeless Services, TANF Assistance and Child Care Services, all within one service location	No	No
FSA	Strengthening Teens Enriching Parents (STEP) Program	1	STEP is committed to understand why youth end up running away from home, help youth and their families' access appropriate services, and provide appropriate support as they navigate these challenging times. DHS STEP Program application captures Youth's and Parents information, Missing youths Case details and follow-up information.	No	No
OD/OIS	Office of Program Review Monitoring and Investigation Correspondence	7	The application captures DHS program and homeless shelter allegations and complaints.	No	No
OD/OIS	Call Center Analytics	6	The Call Center Customer Service Log captures telephone inquiries for the Economic Security Administration. Call center agents log the nature of the phone calls and the activity associated with handling the call's effectiveness and resolution.	No	No
OIS	Document Imaging Management System (DIMS)	7	Document Imaging Management System (DIMS) is a secure management system for scanned documents processed at service centers. The index converts documents to digital images for future reference.	Yes. DIMS uses FileNet and we are 6 versions behind the current version. We need to update to the current version.	No

# Safety Planning

Smita Varia

Training and Outreach Specialist



**DCCoalition**  
Against Domestic Violence

# Introductions

- ▶ Name
- ▶ If you had to flee your office right now and only had time to grab one thing, what would you take?

# What is a Safety Plan?



# Safety Plans for DV Survivors

- ▶ Personalized, practical plan – no one size fits all.
- ▶ Keep updating the safety plan as you work with a survivor.
- ▶ Different plans for different situations.

# Safety Plans for DV Survivors

Safety plans for different situations

- ▶ Safety with an Abuser
- ▶ Safety if you have Children
- ▶ Ending the Abusive Relationship
- ▶ Safety Tips for Stalking Victims
- ▶ Safety with Social Media
- ▶ Safety in Court
- ▶ Emotional Safety

# The survivor knows best!

# General Information

- ▶ Important Numbers (Family, friends, local DV shelter/program)
- ▶ Safe Places
- ▶ Escape routes
- ▶ Keeping important items separate
- ▶ Code words



# Practice!

Tonya is new to the shelter and is really afraid that her abuser will find out where she is and wait outside to confront her.

She is scared to leave the shelter, but how will she go out to look for a job or buy food?

# Practice!

Rosa and Santiago are both staying at the shelter with their 2 children. Rosa has disclosed that Santiago is abusing her. She knows it would be really dangerous for her to divorce him, so how can she stay safe?

# Practice!

Do you have a scenario  
you would like to brainstorm  
a safety plan for?

# Refer Out!

## DC Victim Hotline

844-443-5732


# Resources

- ▶ National Domestic Violence Hotline:  
<http://www.thehotline.org/help/path-to-safety/>
- ▶ National Domestic and Sexual Violence Resource Center:  
[http://www.ncdsv.org/images/DV\\_Safety\\_Plan.pdf](http://www.ncdsv.org/images/DV_Safety_Plan.pdf)
- ▶ Domestic Violence Resource Center:  
<http://www.dvrc-or.org/safety-planning/>
- ▶ Love is Respect, Safety Planning for Dating Violence –  
<http://www.loveisrespect.org/for-yourself/safety-planning/>

# Questions?

# Thank you

Smita Varia  
Training and Outreach Specialist  
[svaria@dccadv.org](mailto:svaria@dccadv.org)  
202.299.1181





DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# Serving Survivors of Domestic Violence

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Presented August 3, 2016

Temitope Fagbemi, Community Housing Coordinator

Tahneezia Hammond Community Housing Resource  
Coordinator



# Agenda

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- Intro to DASH
- DV Resources
- Identifying a Survivor
- How to Support Survivors

# DASH Mission

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The District Alliance for Safe Housing is an innovator in providing access to safe housing and services to survivors of domestic violence and sexual assault and their families as they rebuild their lives on their own terms.



DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# Tenants of DASH Programs

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Voluntary Services

Low Barrier Services

Housing First Model



DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# DASH's Programs

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## **Community Housing Programs**

- Empowerment Project (Transitional to Permanent Housing)
- Housing Resource Clinic
- Survivor Resilience Fund (Homelessness Prevention)

## **Transitional Housing Program**

Cornerstone

## **Technical Assistance and Training**

Staff members assigned to DC General and VWFRC



DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# DASH Community and Homelessness Prevention Programs:

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## **The Empowerment Project**

2 year transitional to permanent scattered site housing program

focus on safe stable housing and financial independence

Apartments are leased by landlords directly to participants.



DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# The Survivors Resilient Fund (SRF)

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Helps families facing homelessness as a result of domestic and sexual violence keep their permanent housing, maintain the stability needed to recover from abuse, and quickly restore balance following a crisis through emergency financial assistance.



DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# The Housing Resource Center (HRC)

---

Hub of DASH's efforts to prevent homelessness among survivors.

Partnership with DCVLP and MSP

We assist survivors in completing housing applications, obtaining safety transfers, navigating the public housing system, and making connections to community services.

Survivors can conduct permanent housing searches in our computer lab and work one-on-one with our Housing Advocates



DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# Cornerstone

---

Low-barrier facility for victim-centered housing in a 43-unit apartment building.

Housing for female, male and transgendered single adults and families with transitional and intensive-needs emergency housing.

Cornerstone is a space that is physically accessible to all domestic violence survivors and provides a peaceful sanctuary from abuse.



DASH DISTRICT ALLIANCE FOR SAFE HOUSING



# Clinical Services

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Crisis mental health care

Referrals to ongoing care, including home based services for adults and children

Psycho-educational and support groups

Crisis substance abuse support

Ongoing recovery support



DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# Local DV Resources

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## Housing:

- My Sister's Place
- House of Ruth
- SAFE
- Crime Victims Compensation Program

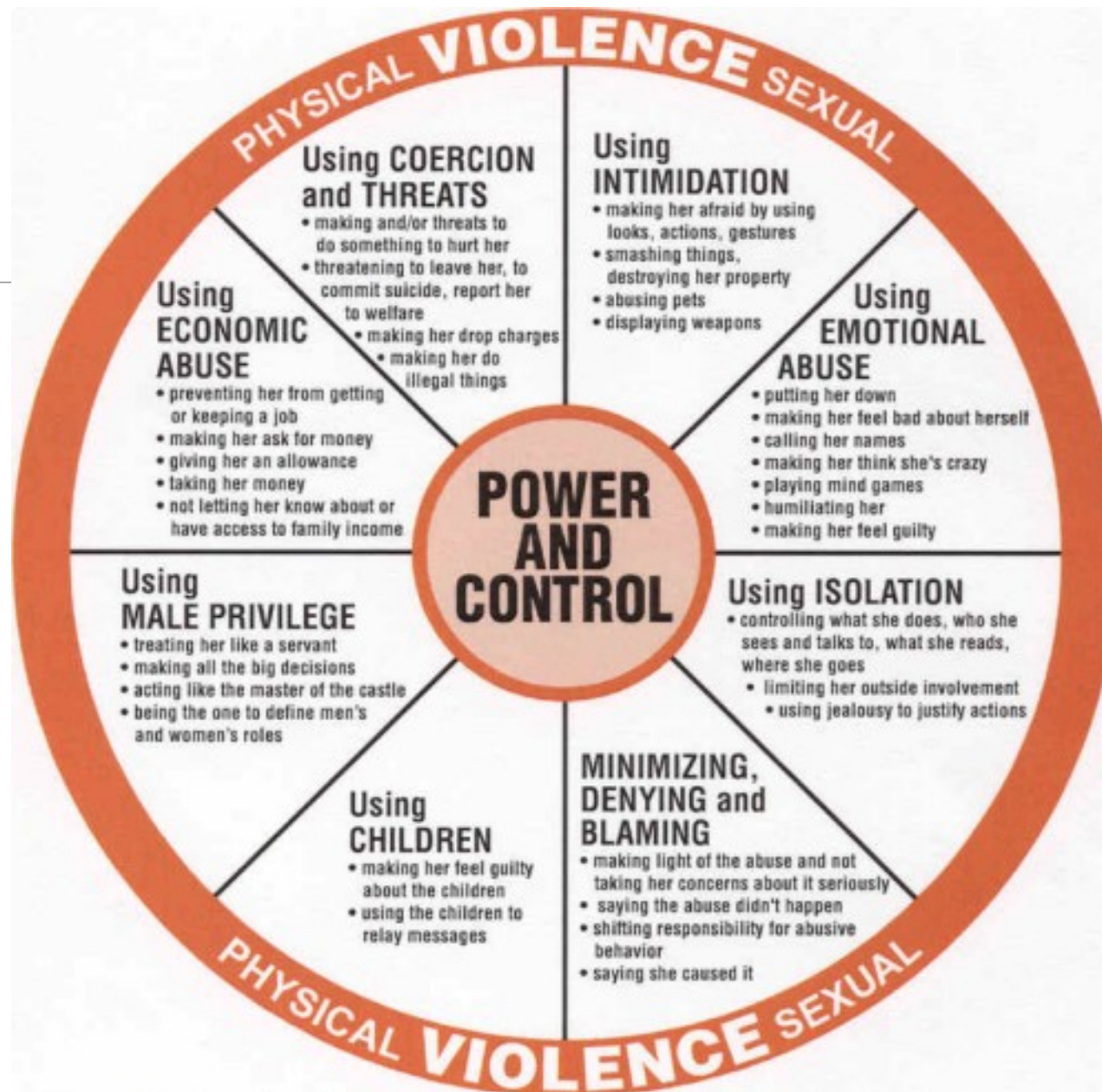


DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# Local DV Resources

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- DC Coalition Against Domestic Violence  
[www.dccadv.org](http://www.dccadv.org)
- Network for Victim Recovery DC
- DC Volunteer Lawyers Project
- DEAF Dawn
- Asian/Pacific Islander Domestic Violence Resource Project



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# How do you recognize a survivor?



DASH DISTRICT ALLIANCE FOR SAFE HOUSING

# Keep in Mind...

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- Survivors may react in very different ways-there is no “right” way to present as a survivor
- Survivors are male, female, and transgender; of all ages and incomes, of all races and religions
- Survivors are often practiced at hiding what’s happening to them, they may not know if they can trust you to share what they are experiencing
- Domestic violence is extremely traumatic-it can be very hard for a survivor to share anything about their experience or even identify themselves as a survivor
- You may be the first person they tell; your reaction can inform whether they tell someone else or get help



# Signs/Symptoms of Domestic Violence

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- Physical injuries: obvious (black eye, limping, choke marks) or not (internal bleeding, head pain, broken bones)
- Lack of control over resources: money, EBT card, housing, medications
- When working with a couple or family one person always in control
- Person appears scared, overwhelmed and extremely emotional particularly when talking about a partner, family member or home situation
- They are receiving services from a DV agency

# How to Support Survivors

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- BELIEVE THEM
- Safety Planning
- Understand how hard/complicated it is to leave an abusive relationship
- Be prepared with resources
- Respect that they are the authority on their own lives
- Do not close yourself off as a resource/source of support



# Contact Information

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Tahneezia Hammond

Community Housing Resource Coordinator

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[thammond@dashdc.org](mailto:thammond@dashdc.org)

**www.dashdc.org**



DASH DISTRICT ALLIANCE FOR SAFE HOUSING



DISTRICT ALLIANCE FOR SAFE HOUSING

# District Alliance for Safe Housing (DASH)

Presents:

Residential and Non-residential Service  
Approach, Principles and Strategies

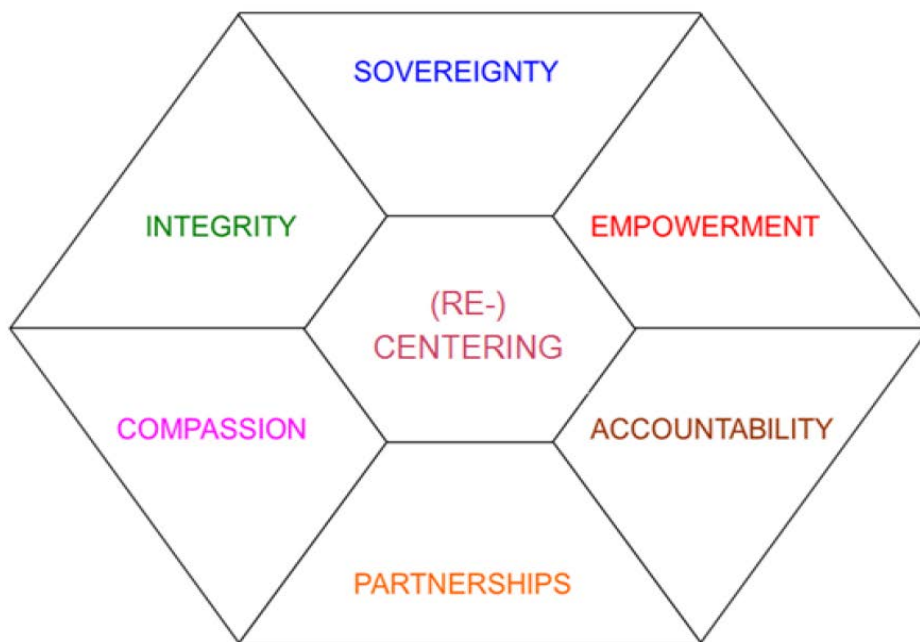


# DASH Mission

- DASH is an innovator in providing access to safe housing and services to survivors of domestic violence and sexual assault and their families as they rebuild their lives on their own terms.
- No matter what the situation, we meet survivors where they are and strive to eliminate all barriers that prevent them from accessing safe housing. We work to ensure that all survivors have the tools and skills they need to be exactly who they choose to be and to create and maintain safe homes.
- We support partner agencies in the national capital region and throughout the United States in increasing their capacity to assist survivors in accessing safe housing. DASH educates policy makers and service providers nationwide on the principles and best practices of successfully assisting survivors of domestic violence in recognizing that they are empowered and whole.



# DASH Model







## Our Principles

- **Integrity** – Behaving consistently with the values you promote; striving to know yourself and behaving authentically.
- **Sovereignty** – Having the freedom and responsibility to determine what is right for yourself and be self-governing.
- **Empowerment** – Giving voice to your own power, and providing the tools to help others recognize and access their power.
- **Accountability** – Being responsible for maintaining a set of professional standards, keeping clear boundaries between yourself and your work.
- **Partnerships** – Having mutually cooperative and respectful relationships with all who are doing the work, including program participants, service providers, investors, and the community.
- **Compassion** – Having empathy for others who are affected by misfortune, and working to understand and help them.
- **(Re-)Centering** – Finding the clarity, focus, and wherewithal to balance competing demands and pressures on us; having the ability to respond the way you choose in the face of change, working to keep grounded in the midst of chaos.



## ***Domestic Violence statistics for the District of Columbia*** 2015

- 34,966 domestic violence-related calls were made to MPD, in 2015. (1 call every 15 minutes)
- 5,505 petitions for Civil Protection Orders were filed in court in 2015
- 5,867 people sought help at the court's Domestic Violence Intake Centers
- 27% of homeless families in DC report a history of domestic violence in 2015, with 15% currently homeless due to domestic incident

And average of 510 people are seen by various DV service providers monthly



# DASH Programs

- **Cornerstone Housing Program**

A low-barrier facility for victim-centered housing in a 43- unit apartment building that we opened in 2010. Our Cornerstone program provides survivors and families with transitional and emergency housing.

Cornerstone is a space that is physically accessible to all survivors of sexual and domestic violence and provides a peaceful sanctuary from abuse.

- **Community Housing Programs (CHPs)**

- Housing Resource Center
- Empowerment Project Program
- Survivor Resilience Fund (SRF)
- HOPWA Empowerment Project
- Elder Services





# Community Housing Programs

- Housing Resource Center
- Empowerment Project Program
- Empowerment Project (HOPWA)
- Survivor Resilience Fund (SRF)
- Elder Services
- DHS Collaboration
- Technical Assistance and Training





# Homelessness Prevention Efforts

## Housing Resource Center

The Housing Resource Center (HRC) is the hub of DASH's efforts to prevent homelessness among domestic violence and sexual assault survivors. We assist participants in identifying safe and affordable housing options, completing housing applications, obtaining safety transfers, navigating the public housing system, and making connections to community services. Survivors can conduct housing searches and work one-on-one with Housing advocates.

### **We Offer the following:**

- Safe and confidential office location (appointments only)
- Weekly Housing Clinic located in a discreet location
- Partnerships with DC Volunteers Lawyers Project and My Sister's Place
- Co-located at the Virginia Williams Family Resource Center



# How HRC Assists Survivors

- about 10% of calls are to provide TA to non DV service providers
- about 10% of calls are regarding homelessness unrelated to DV/SA
- about 10% of calls need housing crisis support
- about 15% of calls are about safety transfers or maintaining current housing
- about 55% of calls are about Cornerstone or other transitional housing programs

## Monthly Average

- 40-50 survivors seek assistance monthly from HRC and Virginia Williams Family Resource Center
- 15 housing placements monthly ( transitional, RRH, shelter, units in the community)



## CHPs Programs

### **The Empowerment Project (EP)**

Is a 2-year transitional to permanent scattered site housing program for survivors of domestic violence with a focus on safe stable housing and financial independence. Currently 15 families are in EP. Apartments are leased by landlords directly to participants with a subsidy paid by DASH. At the end of the program, residents assume paying the rent and able to remain in their units.

- Home Visitation
- Financial Education
- Tenant Rights and Responsibilities
- Self-Care and Parenting Skills
- Referrals and Resources





## **Empowerment Project (HOPWA) Housing Opportunities for Persons with AIDS**

(HOPWA) is a 2 year transitional to permanent scattered site housing program for survivors of domestic violence with a focus on safe stable housing and financial independence. Currently the program is able to provide housing assistance and support for 17 survivors and their families. Single survivors are eligible as well. Apartments are leased by landlords directly to participants with a subsidy paid by DASH. At the end of the program, survivors assume paying the rent and are able to remain in their unit. Survivors must be living with HIV/AIDS, and all housing must be in the District of Columbia.



## Empowerment Project (HOPWA)

- HUD's Office of HIV/AIDS housing to provide housing assistance for low-income persons living with HIV/AIDS
- Must have dual diagnosis (Domestic violence and HIV/AIDS)
- Provide rental subsidy for 2 years & supportive home-based advocacy
- Collaborating with organizations that work the HIV/AIDS populations (Greater Washington Urban League, Housing Counseling Services and The Women's Collective)
- Working in the community to bring awareness about DV and the intersection of HIV/AIDS
- Creating and fostering relationships with service providers to increase referrals, share information, and provide learning opportunities



## Survivor Resilience Fund

**(SRF)** is a flexible spending fund that provides emergency cash assistance to help survivors address needs which might threaten their (permanent) housing. The average grant amount has is between \$1,000-2,500 dollars. Grants have been awarded for major car repairs, rental debt, and credit repair to name a few.

- Funds and resources are based on availability
- Prevents survivors from entering/re-entering into the cycle of homelessness
- Is accessible to HRC survivors as well as Cornerstone residents
- Advocates work with survivors to identify resources and assistance that may be available in the community.



## Elder Services

New initiative added to CHPs FY17. CHPs has partnered with the Network for Victim Recovery of DC (NVRCDC) to assist survivors of Elder Abuse.

Providing Assistance with:

- Legal services
- Safety Needs/Service Plans
- Emergency and Transitional Housing
- Supportive Counseling
- Goal setting





## **DHS Collaboration**

DASH staff is co-located at the Virginia Williams Family Resource Center(VWFRC). It is operated the same way as our Housing Resource Center. (Survivors are referred by DHS workers)

- Technical Assistance for DHS Staff and Co-located Service Providers
- Monthly Training and Professional Development
- Housing Options
- Landlord and Property Search's
- Housing Placements (Transitional/Shelter)
- Rapid Re-Housing





## Technical Assistance and Training

DASH envisions a community where survivors have a multitude of safe housing options so that regardless where a survivor turns for help, they will be met by service providers who can provide information and support that directly addresses the impact of abuse.

CHPs plays an important role of educating service organizations, workers, first responders, hotline workers, community partners and allies for change on how to work from a trauma informed lens to serve, advocate and support survivors.



# Common Myths About DASH

- We operate a 24 hour hotline
- We are an emergency housing provider
- We have an intake process and wait list
- We can get survivors on DC Housing Authority waitlists
- We have DV specific housing vouchers
- We can guarantee housing



# Golden Nuggets

- Survivors may react in very different ways-there is no “right” way to present as a survivor
- Survivors are male, female and transgender; of all ages and incomes, of all races and religions
- Survivors are often good at hiding what’s happening to them, they may not know if they can trust you to share what they are experiencing
- Domestic and sexual violence is extremely traumatic-it can be very hard for a survivor to share anything about their experience or even identify themselves as a survivor
- You may be the first person they tell; your reaction can whether they tell someone else or get help.



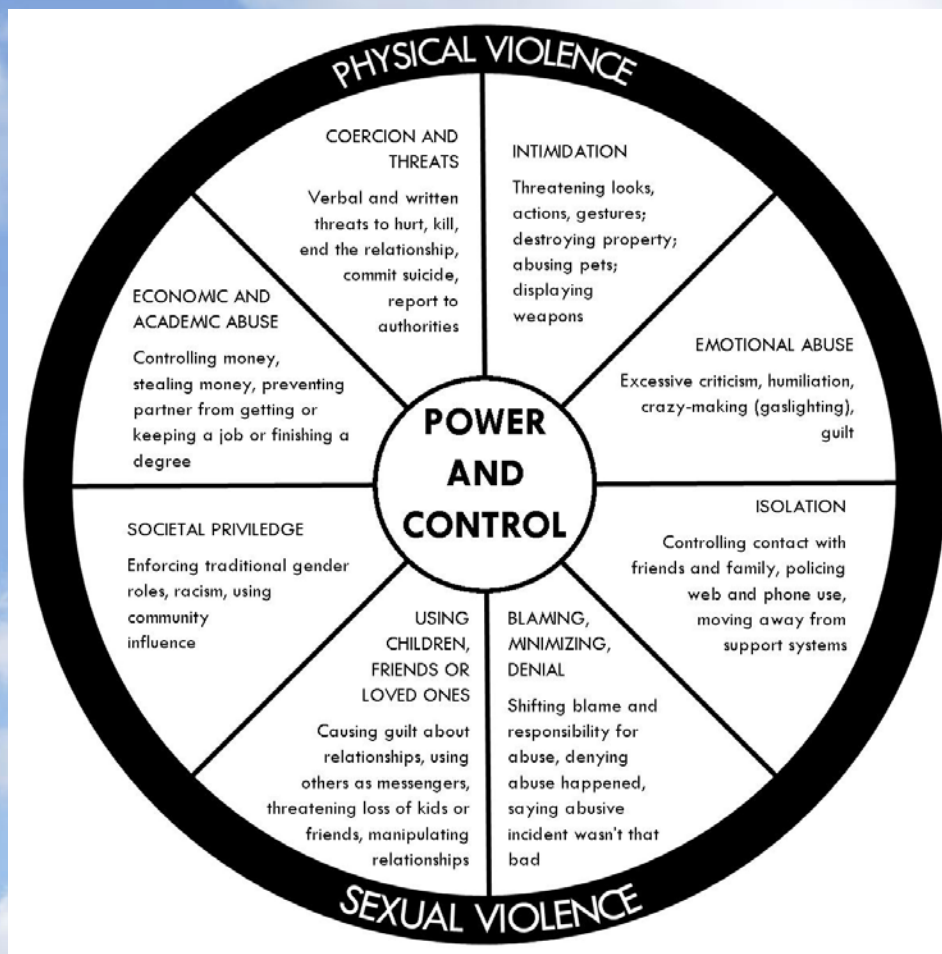
# How to Support Survivors

- BELIEVE them
- Safety planning
- Understand how hard/complicated it is to leave an abusive relationship
- Be open-minded about trauma and possible triggers for the survivor
- Be prepared with resources
- Respect that they are the authority on their own lives
- Do not close yourself off as a resource/source of support
- Understand that children have experienced trauma as well





# Power & Control





# Local DV/SA Resources

My Sister's Place

SAFE

Crime Victims Compensation Program

DC Coalition Against Domestic Violence

Network for Victim Recovery

DC Volunteers Lawyers Project

DEAF DAWN

Asian/Pacific Islander DV Resource Project

DC Rape Crisis Center

The Women's Center

Men Can Stop Rape



# Brainstorming Activity

DASH as an organization strives to be survivor centered, trauma informed with a low barrier practices. For us to continue to be innovators and leaders in the DV/SA field we have to bridge the gap between with community partners and allies for change.

How do we do that?

**Activity:** Using the colored sticky notes that you were given at the beginning of the training. Think of ways that you feel that DASH can build a partnership with your organization and the population served.



# Community Housing Programs

## 202-290-2356

### Contacts:

[sboyd@dashdc.org](mailto:sboyd@dashdc.org)

Deputy Director or Programs

[cjacobs@dashdc.org](mailto:cjacobs@dashdc.org)

Community Housing Resource Coordinator

[thammond@dashdc.org](mailto:thammond@dashdc.org)

Community Housing Resource Coordinator

[sgudger@dashdc.org](mailto:sgudger@dashdc.org)

Community Housing Administrative Coordinator

[tfagbemi@dash.org](mailto:tfagbemi@dash.org)

Community Housing Resource Coordinator

[zgreene@dashdc.org](mailto:zgreene@dashdc.org)

Elder Services Advocate

[jrobes@dashdc.org](mailto:jrobes@dashdc.org)

HOPWA Advocate





# "Advocating for Immigrant Survivors of Domestic Violence"

Mariana Berumen

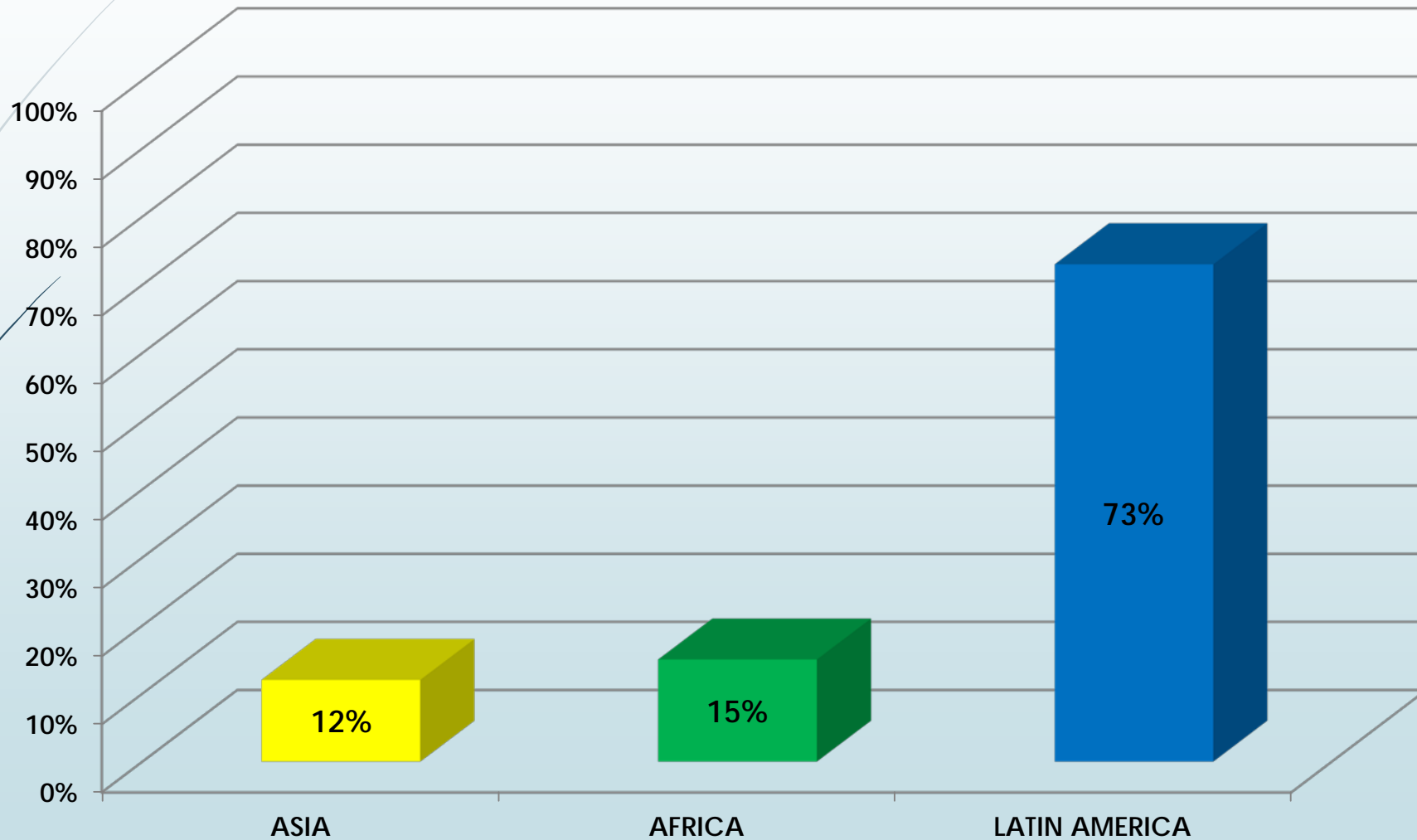
Domestic Violence and Sexual Assault Case Manager

Attorney Licensed in Mexico

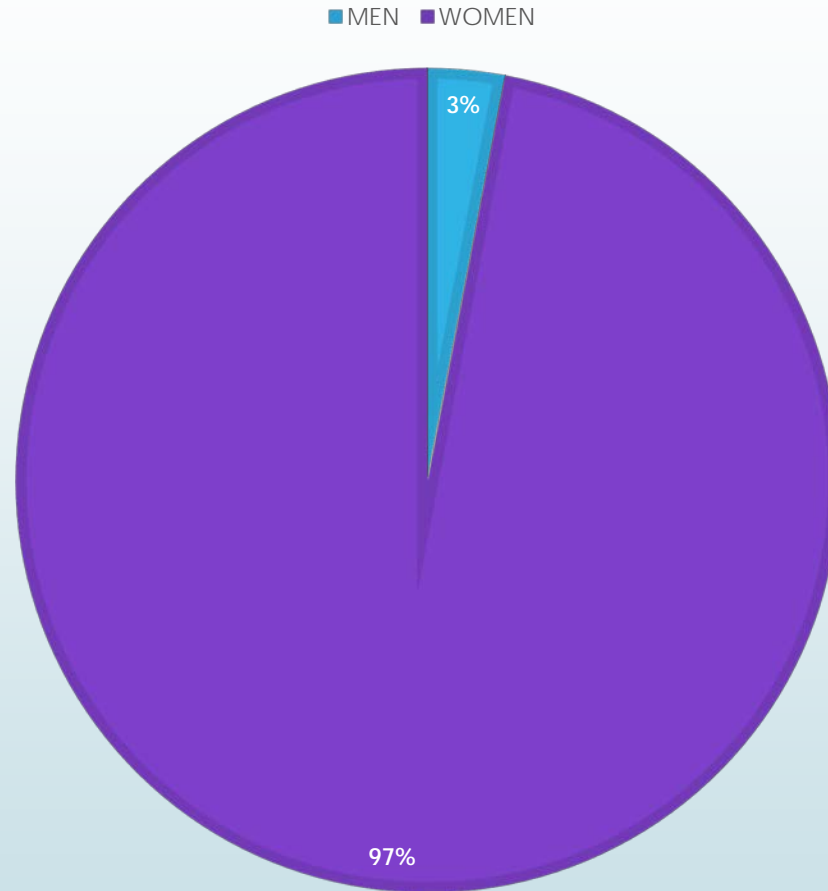


- *Ayuda is a non-profit organization that provides legal, social and language access services to low-income immigrant survivors of domestic violence, sexual assault and/or human trafficking that live in Washington, D.C. or had been a victim of any of this crimes in Washington, D.C.*
- *DV/SA Social Services is composed by case management, individual and group therapy.*

# Demographic Population Served by Ayuda DV/SA Social Services in 2016



## DEMOGRAPHIC POPULATION SERVED BY AYUDA IN THE DV/SA SOCIAL SERVICES 2016



Source: MARIANA BERUMEN  
DOMESTIC VIOLENCE AND SEXUAL ASSAULT CASE  
MANAGER



# Migration

- Causes that motivate people to migrate:

## Expulsion Factors

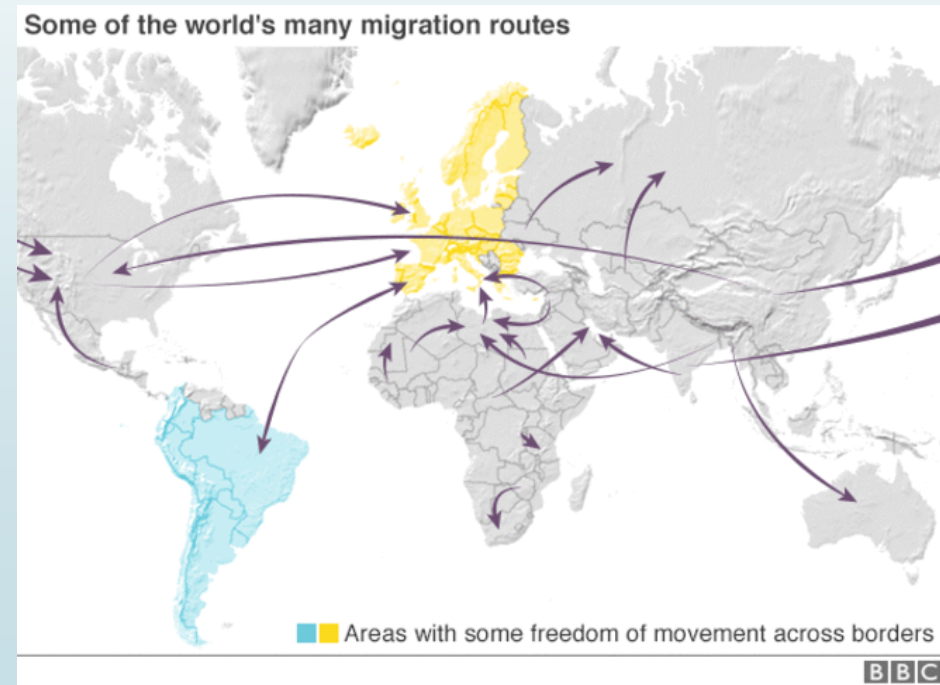
- Socioeconomic, political, environmental and citizen security situation.
- Social inequality, poverty, high proportion of youth, impunity, violence and the high impact of natural disasters.

## Attraction Factors

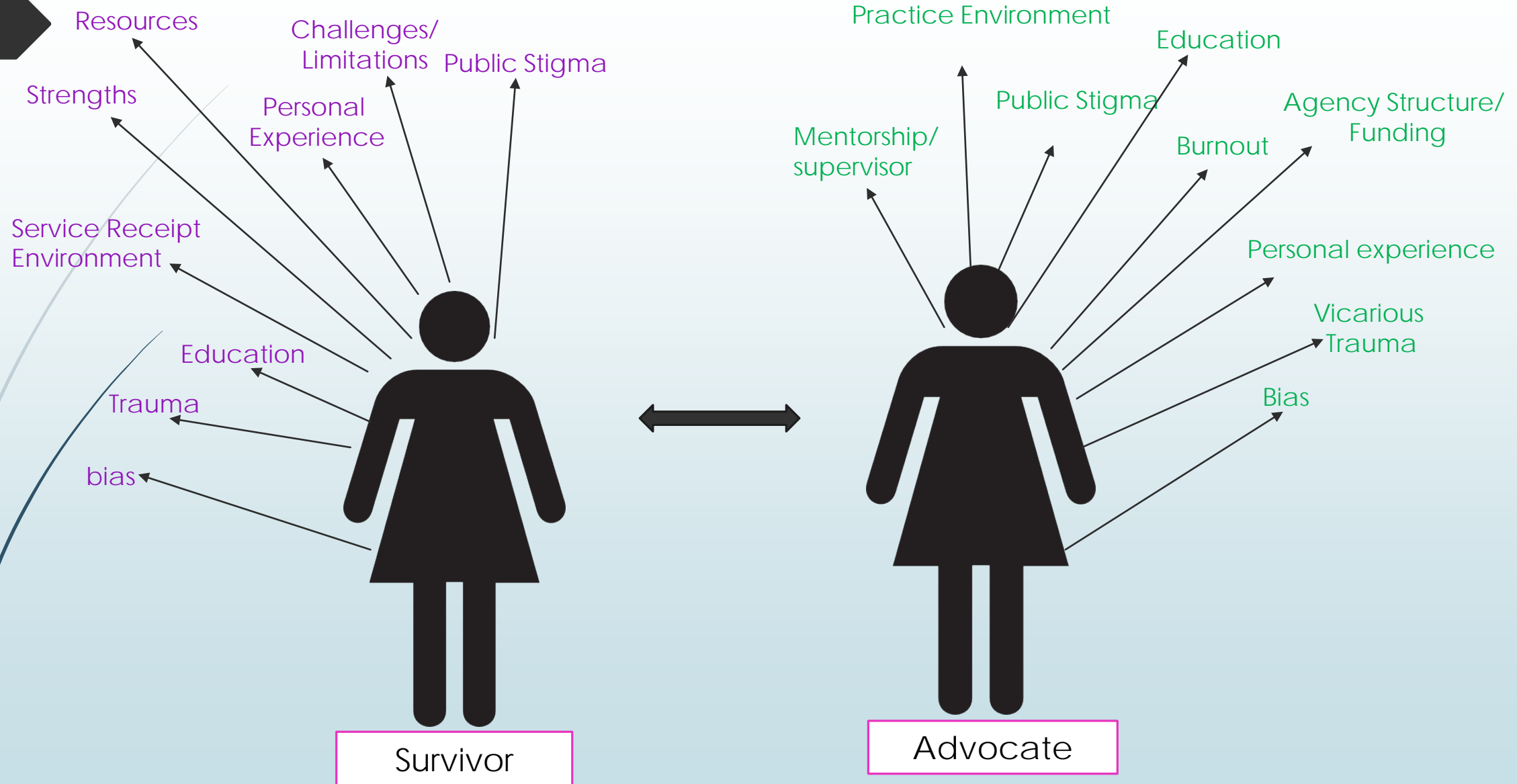
- Search of opportunity and protection, family reunification and better life conditions, among others.

# Cultural Awareness

- Migrants contribute to economic growth and human development in both home and host countries and enrich societies through cultural diversity, fostering understanding and respect among peoples, cultures and societies. Migration is also an important means for migrants and their families to improve life conditions and realize their human rights.



# Barriers between survivor and advocate





# Barriers to Victim Self-Identification

*(Don't expect victims to self identify)*

- Acceptance of gender roles and stereotypes
- Trauma bonding
- Fear of the unknown
- Unfamiliarity of language, laws, or surroundings
- Isolation
- False promises
- Self-blame
- Threats of deportation
- Fear of law enforcement
- Lack of empowerment, emotional stability, or life skills





# Criminal Justice System Barriers

- In April 2015, the National Domestic Violence Hotline (The Hotline), with the help of Dr. TK Logan, conducted a survey about law enforcement responses to partner abuse with survivors who used The Hotline's chat services..
- **1 in 4** women with experiences of partner abuse would not call the police in future.
- **More than half** said calling the police would make things worse.
- **Two-thirds or more** said they were afraid the police would not believe them or do nothing.



## Fear of calling the police....

1. Reprisal by the abuser.
2. May suffer from the intersection of the effect of racism, gender-based discrimination, and anti-immigrant discrimination.
3. Fear of deportation.
4. Wanting to protect custody of children.
5. Wanting to preserve the family.
6. Immigrants survivors of DV are very susceptible to believe to anyone (who is not an attorney) about the rights, obligations or legal remedies that they have.



# Legal System Barriers

- Mediation is a very common way to solve legal cases.
- Battered immigrant may find difficult to believe in the justice system.
- Intersection of rights and obligations among Orders of Protection, Child Custody and Child Support.
- In civil cases, there is a right to have an attorney but not an obligation from the government to give one.



# Immigration Barriers

- Immigration process may re-victimized the survivor.
- In cases of U-Visa there is no legal obligation of the authority to certify the crime.
- Recognize that the process of securing immigration legal status will delay the survivor's ability to obtain necessary services.
- Immigrant survivors of DV may face difficulties to afford an immigration process. Pro-bono services and non-profits have long waiting lists.

# Barriers for self-independence

- Language barriers
- Low education
- Economic barriers: difficulty to get a job without legal documentation; in many cases women expended their time raising their children preventing them from getting a job.
- Jobs are very demanding in their lives.
- The obstacle of getting child care subsidy and public benefits.
- Renting a house could be very difficult for a person that doesn't have legal documentation.

DC Department of Motor Vehicles began issuing a Limited Purpose Driver License and Limited Identification Card since May 1, 2014.

D.C. HealthCare Alliance ("Alliance") is available for low-income adults who don't have a U.S. citizenship or a qualified alien status.



## Other barriers

- Isolation, lack of support network,
- Cultural issues,
- Religious barriers.



# Language Barriers

- Today, there are between 30,000 and 36,000 Limited English Proficient residents in Washington, DC.
- In addition, there are more than 5,500 Deaf or Hard of Hearing individuals in the city who may communicate using sign languages.
- District law requires that agencies provide immigrants with information and assistance in their own language for free. If they do not receive help in their own language, they can call the DC Office of Human Rights at 202-727-4559 and press 0.



- Ayuda provides free interpreters for legal service providers helping clients who live in DC or Montgomery County (or who have a legal matter in DC) and non-legal service providers (located in DC) serving victims of crime.
- Organizations should contact us if they do not already have an account with one of our interpreter banks. They can visit our website: <http://ayuda.com/wp/get-help/language-services/>





# Recommendations

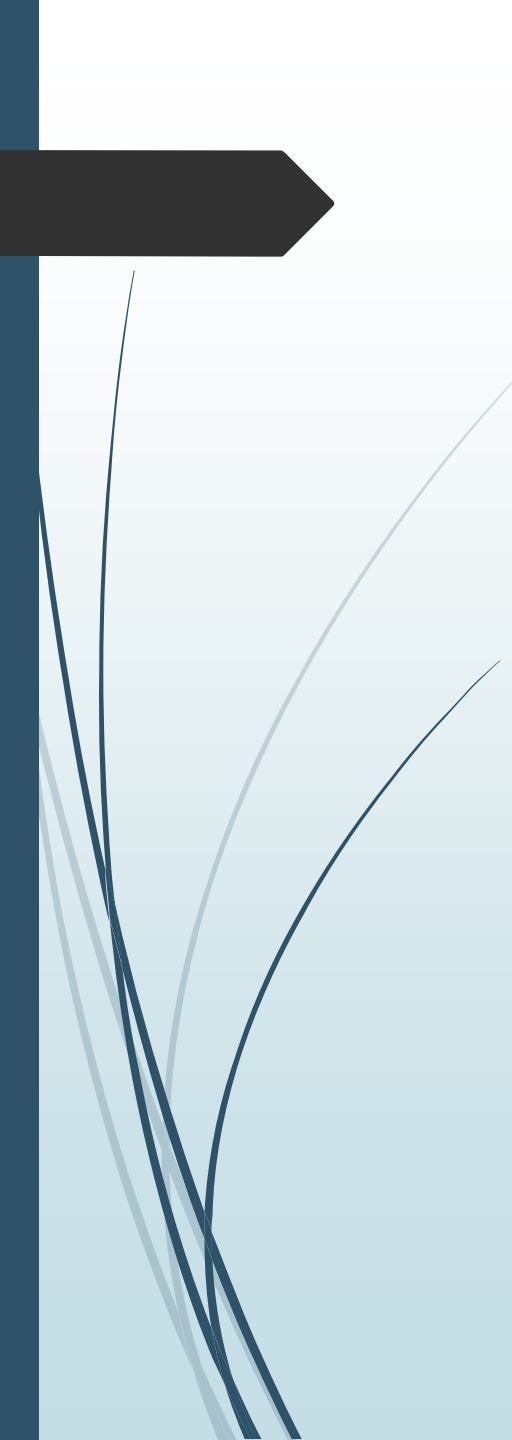
Take into account:

- Collective Trauma
- Personal Experiences, Personal Trauma, the process to come to the United States could be very traumatic: extortions, human trafficking, sexual abuse, violence, kidnapping, drug trafficking, etc.. Being the most vulnerable women and kids.
- The situation of marginalized and disadvantaged groups of migrants



# Best Practices

- Treat survivors with dignity and respect.
- Be sensitive to survivor's personal story of life. (This includes gender, age, race, culture, language, religion, migration status, marital status, children, understanding the pattern of violence, etc..)
- Believe the victim or validate that what had happened to her/him was a crime. Build trust.
- Reassure the victim that you are there to support.

- 
- Make interview a conversation, not an interrogation.
  - Be supportive and provide information about her/his options including SPECIFIC safety suggestions and referrals.
  - Be transparent in your actions.
  - Always try to establish boundaries.
  - Do not be judgmental by your words or actions.
  - Check if the client has understood her/his rights, obligations and legal remedies.



Empowerment

Self-esteem

Autonomy/Self-  
determination

Participation



Thank  
you!

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- *Interamerican Comission of Human Rights, Derechos Humanos de los Migrantes y otras Personas en el Contexto de la Movilidad Humana en Mexico*, December 30<sup>th</sup>, 2013.
- United Nations Human Rights Office of the High Comissioner, Migration and Human Rights, <http://www.ohchr.org/EN/Issues/Migration/Pages/MigrationAndHumanRightsIndex.aspx>
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- <http://www.hhs.gov/civil-rights/for-individuals/special-topics/limited-english-proficiency/>
- <https://www.healthcare.gov/immigrants/coverage/>
- <http://dhcf.dc.gov/sites/default/files/dc/sites/dhcf/publication/attachments/DCMedicaidAllianceFactSheet.pdf>
- Carolina De Los Rios, Social Services Director Ayuda
- David Steib, Esq., Language Access Director Ayuda
- Joshua Leo Doherty, Esq., Staff Attorney Ayuda
- Teresa Arene, Co-owner and Mental Health Therapist at Creative Ways Therapy.

# Domestic Violence and Children

## An Overview

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District Alliance for Safe Housing

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# Children in Domestic Violence Households

- Some Quick Facts:
- 17.9% of children of all ages have been exposed to physical IPV in their lifetime, or about 13.6 million children
- 40 million adult Americans grew up living with domestic violence
- Children from homes with violence are much more likely to experience significant psychological problems short- and long-term



# Really Disturbing Facts Continues

- Children who've experienced domestic violence often meet the diagnostic criteria for Post Traumatic Stress Disorder(PTSD) and the effects on their brain are similarly to those experienced by combat veterans
- Domestic violence in childhood is directly correlated with difficulties learning, lower IQ scores, deficiencies in visual-motor skills and problems with attention and memory

# Continued

- Living with domestic violence significantly alters a child's DNA, aging them prematurely 7-10 years
- Children in homes with violence are physically abused or seriously neglected at a rate 1500% higher than the national average
- Those who grow up with domestic violence are 6 times more likely to commit suicide and 50% more likely to abuse drugs and alcohol

# Really?

- If you grow up with domestic violence, you're 74% more likely to commit a violent crime against someone else
- Children of domestic violence are 3 times more likely to repeat the cycle in adulthood, as growing up with domestic violence is the most significant predictor of whether or not someone will be engaged in domestic violence later in life

# Common Behaviors of Children Exposed to Domestic Violence

- Anxiousness and irritability
- Trouble concentrating and/or sleeping
- Easily startled (e.g., jumping in response to sudden noises that do not bother other children)
- Hyper vigilance (watchful and “on guard” for possible dangers around him)
- Withdrawal from social interaction

# Behaviors

- Challenging behavior (e.g., aggressive outbursts, picking fights, yelling, disobeying authority figures, difficulty sleeping, trouble concentrating, sexual aggression)
- Trouble developing and maintaining relationships with peers
- Feelings of powerlessness and having “no future”

# Effects

- (1) externalizing behaviors (such as aggressive behavior and conduct problems);
- (2) internalizing behaviors (such as depression, anxiety, and low self-esteem);
- (3) intellectual and academic functioning;
- (4) social development (social competencies with peers and adults, for example);
- (5) physical health and development

# Exposure

- **How are children “exposed”?**
- • seeing a mother assaulted or demeaned
- • hearing loud conflict and violence
- • seeing the aftermath (e.g., injuries)
- • learning about what happened to a mother
- • being used by an abusive parent as part of the abuse
- • seeing a father abuse his new partner when they visit him on weekends
- • being denied what is owed them for child support

# How are They Used

- claiming that the children's bad behaviour is the reason for the violence
- • encouraging the children to abuse the other parent
- • threatening violence against the children and/or their pets
- • engaging children in negative discussion about their mother



# Continued

- prolonged court proceedings about custody and access when the abuser has previously shown
- little interest in the children
- • holding the children hostage or abducting them in an effort to punish the victim or gain
- compliance

# What Children Learn

- violence and threats get you what you want
- a person has only two choices – to be the aggressor or be the victim
- victims are to blame for violence
- when men hurt others, they do not get in trouble
- anger causes violence or drinking causes violence

# What Children Learn

- people who love you also hurt you
- anger should be suppressed because it gets out of control
- unhealthy, unequal relationships are normal or to be expected
- men are in charge and get to control women's lives
- women don't have the right to be treated with respect and equality



# Impact of Domestic Violence/Trauma Birth-Five

Developmental Task	Impact
Learn to trust that basic needs are met	<ul style="list-style-type: none"><li>• Poor attachment behavior.</li><li>• Alternates between clinginess and independence.</li></ul>
Regulate emotions	<ul style="list-style-type: none"><li>• Impact on neurobiology of brain and central nervous system.</li><li>• Reduced capacity to feel emotions—appears numb.</li></ul>

# Impact of Domestic Violence/Trauma Birth-Five

Developmental Task	Impact
Beginnings of self-esteem and self-confidence.	<ul style="list-style-type: none"><li>• Loss of basic skills (toileting, eating, self-care).</li><li>• Speech, cognitive and processing delays.</li></ul>
Develop capacity to self soothe when distressed.	<ul style="list-style-type: none"><li>• Increased tension, irritability, inability to relax.</li><li>• Reduced capacity to manage emotional states.</li></ul>

# Impact of Domestic Violence/Trauma School Age

Developmental Task	Impact
Engage in school and community activities.	<ul style="list-style-type: none"><li>• Struggling with rules, peer relationships, and instructions.</li><li>• Lack of motivation and school engagement.</li><li>• Poor attendance.</li></ul>
Acquiring basic sense of competence.	<ul style="list-style-type: none"><li>• Impact on IQ scores, language skills, attention and memory.</li><li>• Feelings of shame, guilt, humiliation.</li><li>• Obvious anxiety, fearfulness and loss of self-esteem.</li><li>• Trauma driven, acting out, risk-taking behaviors</li></ul>

# Impact of Domestic Violence/Trauma School Age

Developmental Task	Impact
Developing a sense of belonging, being a part of family and peer relationships	<ul style="list-style-type: none"><li>• Distorted perception of self and others.</li><li>• New separation anxieties.</li><li>• Explicit, aggressive, exploitative relating/engagement with other children, older children and adults.</li><li>• Concern about personal responsibility for the event</li></ul>



# Impact of Domestic Violence/Trauma Teenagers

Developmental Task	Impact
Increased sense of self and autonomy from family.	<ul style="list-style-type: none"><li>• Accelerated responsibility and autonomy, acquiring caretaking roles, and/or premature independence.</li></ul>
Redefinition of roles within the family.	<ul style="list-style-type: none"><li>• Poorly developed skills such as respectful communication and negotiation.</li><li>• Intense parent-child conflicts that may result in physical violence.</li></ul>

# Impact of Domestic Violence/Trauma Teenagers

Developmental Task	Impact
Increased peer-group influence and desire for acceptance.	<ul style="list-style-type: none"><li>• Shame, secrecy, and insecurity.</li><li>• High-risk behaviors to impress peers (e.g. theft &amp; drug use).</li><li>• Finding new families (e.g. gangs).</li><li>• Negative defensive (e.g. drug use) and offensive (e.g. aggression) strategies to avoid or cope with violence and stigma.</li></ul>
Dating, sexuality, intimacy and relationship skills.	<ul style="list-style-type: none"><li>• Unhealthy relationships including control and violence in dating relationships</li><li>• Fear of abusive intimate relationships.</li><li>• Avoidance of interpersonal closeness.</li><li>• Pregnancy to escape and create support system.</li></ul>

# Impact of Domestic Violence/Trauma Teenagers

Developmental Task	Impact
Increased capacity for abstract reasoning and broader worldview.	<ul style="list-style-type: none"><li>• All or nothing rigid thinking</li><li>• Skewed expectations about the world, the safety and security of interpersonal life, and sense of integrity</li></ul>
Increased capacity to control behavior.	<ul style="list-style-type: none"><li>• Lack of ability to measure consequences.</li><li>• Externalizing problems (e.g. aggression)</li><li>• Conduct problems and oppositional or defiant behavior</li></ul>

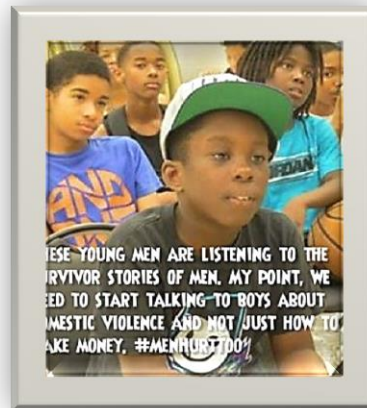
***“Domestic Violence Wear Many Tags” Presents***  
**Men Hurt Too; The Other Side of Domestic Violence**  
**Men/Boys Are Victims of Domestic Violence!**

QueenAfi, Student PHD Human Behavior  
Mental Health Prof &  
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FB@Domestic Violence Wear Many Tags  
Jan 2011

**KEEP CALM**  
**#MENHURTTTOO**

# Men Hurt Too: The Other Side of Domestic Violence

- DVWMT wanted to bring a session for men and boys to men, and in this education we understand men hurt too; one of our main goals is to dissect Why Men Don't Express Their Emotions? I know that many of you want to know that question. Example, Are men unwilling and or unable to express their emotions this is the silent question that you ask yourself once you have reviewed the session. Our panel of men have struggled to overcome many obstacles in life through self-expression, and they now understand what it means to express emotions. The men know self-expression has nothing to do with a man and or young boy feeling like a punk and or weak. "Men Hurt Too" and it is the other side of domestic violence but men aren't included in the conversation. DVWMT is determined to include men/boys on this conversation in order to give them solutions on healthy communication and healthy self-expression. The Marlboro Man who do you say he is?



# Imagine the Marlboro Man in Therapy

- Try to imagine the Marlboro man in therapy. The image just doesn't compute, does it? The Marlboro man wouldn't admit to needing help. The Marlboro man wouldn't talk about his emotions. For that matter, the Marlboro man might not even recognize that he has emotions. That, in a nutshell, is the problem with convincing men to seek help of any kind, including therapy, according to Jill Berger, PhD, who studies the psychology of masculinity. Traditionally, she says, society demands that men emulate a Marlboro man ideal--tough, independent and unemotional and that's just not compatible with therapy.



# Men Suffer Physical Abuse

- According to a 2010 national survey by the Centers for Disease Control and Department of Justice, in the last 12 months more men than women were victims of intimate partner physical violence and over 40% of severe physical violence was directed at men. Men were also more often the victim of psychological aggression and control over sexual or reproductive health. Despite this, few services are available to male victims of intimate partner violence.
- More men than women were victims of intimate partner physical violence within the past year, according to a national study funded by the Centers for Disease Control and U.S. Department of Justice.
- According to the National Intimate Partner and Sexual Violence Survey (hereinafter NISVS) released in December, 2011, within the last 12 months an estimated 5,365,000 men and 4,741,000 women were victims of intimate partner physical violence. (Black, M.C. et al., 2011, Tables 4.1 and 4.2)

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#MENHURTTTOO





# Name The Abusers of Men/Boys

- **Parent/Legal Guardian:** "Women can hate their abusive father, but a man can't hate his abusive mother? WTF? I don't get it." (Anonymous)
- **Samesex Male Relationships:** "He never hit me or threw things directly at me, but he would frighten me enough to make me back down." (Anonymous)
- **Intimate Partner :** Perhaps the most frequently recited and best known statistic regarding domestic violence is that "a woman is battered every 15 seconds." Perhaps the least frequently recited and best buried statistic regarding domestic violence is that "a man is battered every 14 seconds." Both of these statistics were derived from a study, published in 1986, which revealed that "while 1.8 million women annually suffered one or more assaults from a husband or boyfriend, 2 million men were assaulted by a wife or girlfriend." n3 The study also found that 54% of "severe" violence was perpetrated by women.
- **Teen dating violence:** Contrary to what many people may think, teenage boys commonly suffer dating violence -- including physical and emotional abuse, a new U.S. government study finds. Ages 11 to 17 who were surveyed about a wide range of dating violence. 11 percent of boys said they'd been physically abused by a dating partner at least three times. That compared with slightly less than 8 percent of girls. When it came to psychological abuse, 29 percent of boys and almost 34 percent of girls said they'd been victimized at least three times. Slightly more than 14 percent of boys and 12 percent of girls said they'd been sexually victimized that many times (Reidy, 2016).

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##MENHURTTTOO



# Men/Boys Did Your Father?

- **Did your Father? (women/girls consider as well):**

- Discount your thoughts, opinions and contributions?
- Perceive his wife/children as his personal property, to command as he wished?
- Disrespect family members
- Withhold affection?
- Treat your mother as less than an equal partner?
- Avoid participation in family/school functions?
- Usually put work and his own interests ahead of those of the family?
- Make promises, only to routinely disappoint?
- Was he aggressive or abusive toward family members?
- Need to be right / in control at all times?
- Rage?
- "Disown" you for disappointing him or just because?
- Was he there for his family and friends when they needed him?
- Embarrass you, humiliate you or ignore you?
- Ever abuse you - psychologically, verbally, physically or sexually?
- Blame his failures on others or make excuses for his bad behavior?



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#MENHURTTTOO

# Your Sacred Rite

- **A Sacred Rite:** What is equally surprising is that child abuse often extends long into adulthood. Adult children of abusive parents often feel trapped between maintaining an unhealthy relationship with an aging, yet disrespectful, stalking, slandering, harassing parent and being judged by extended family, friends and acquaintances if they choose to cut off all contact with the abusive parent.
- “Honor thy father and thy mother: that thy days may be long upon the land which the Lord thy God giveth thee.” - Exodus -
- “He who wisheth to enter Paradise at the best door must please his father and mother. - Prophet Muhammad -
- We're told again and again that we're not supposed to hate, resent, fear or discard our parents. We're supposed to honor them, love them, cherish them, be loyal to them, take care of them in their old age.
- **Because of these traditions, adult survivors of child abuse ultimately suffer in three distinct ways:**
  - 1.They suffer the abuse itself
  - 2.They suffer the loss of knowing what should have been - the loss of a supportive parent, of a loving home and a safe refuge.
  - 3.They suffer the consequences of protecting themselves from that abuse. They are often left feeling guilty, judged, condemned by society, religion, their communities and their families.
  - 19% of reported and substantiated child abuse cases result in the child being removed from the home (US Department of Health and Human Services Child Maltreatment Report 2001).
  - “Does this sound like you can honor parents that cause emotional neglect or physical abuse? Where is the honor in parents providing a stable environment emotionally and healthy communication with thought provoking expression. How can children honor a parent who emotionally they know nothing about, due to but not limited to sickening secrets.” (QueenAfi, 2011).

# Men Victims Reporting Abuse & Gender-Role Stereotypes

- **Men Victims Reporting Abuse:** Why men don't want to report their cases of abuse- found that male victims of domestic abuse were less likely than females to report violence or abuse and that many were either arrested or threatened with arrest, so perpetuating a culture of blaming the victim. In some cases, male victims were ignored by the police. Also when they did report domestic violence they often experienced discrimination or prejudice. Few female perpetrators of domestic violence were arrested and even fewer were charged or convicted. Male victims of domestic abuse often do not seek help from support services or health professionals because they fear that they will not be believed (Gelles 1999, Men Cry Too 2006).
- **Gender-Role Stereotypes:** Although domestic violence occurs in all types of relationships, cases involving female-against-male violence are often overlooked or minimized due to gender-role stereotypes. There is evidence that the sex of the perpetrator influences criminal justice system responses to domestic violence. For example, police are two times more likely to arrest male perpetrators of domestic violence than female perpetrators of domestic violence. "To the extent that members of the criminal justice system perceive [female-perpetrated] domestic violence as less problematic or worthy of intervention than domestic violence perpetrated by ... men against their wives or girlfriends, [males who are victimized by their female partners] may not receive equal protection under the law."

KEEP CALM  
#MENHURTTTOO

# QueenAfi's Diagnosis for Men/Boys "Alexithymia"

- The first hurdle some men face is that they may be so out of touch with their emotions that they do not even realize that they are, for example, depressed. APA President and Nova Southeastern University psychologist Levant, has coined the term "normative male alexithymia"--literally "without words for emotions Medical Definition of Alexithymia is a condition where a person is unable to describe emotion in words. Frequently, alexithymia individuals are unaware of what their feelings are.
- Steve Hein (who is doing studies on alexithymia)"He said, think of this way, this is the nature / nurture question. My best guess is that it is a combination of both. I would guess, in other words, it is exactly like emotional intelligence in away. A baby is probably born with a natural potential. This potential can then be developed, or it can be neglected, or it can be corrupted." With that said, where does your home/domestically fit on the nature/nurture question? Men/boys what were you taught as a baby about your emotions?
- School and work can't tech this. More medical research coming under this term is showing what a lot of us (mental health professionals, etc.) already knew: **If you can't express your feelings with words, you are going to have a lot of problems! That's associated with anger, frustration, depression, addiction, suicide/homicide and or death.** "Darren-A self-harming teenager who realizes he was not brought up to talk about his feelings" Many men and young men today are self-harming teenagers. If men/boys are not taught or unable to identify and verbalize his feeling's he has no self control." (QueenAfi, 2011).

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# Why Is He So Angry?

- **Men/Boys Get Angry Easy:** Men/boys have trouble identifying with their anger because as discussed before many don't have the words needed to identify or verbalize their words, here are many things in life that men get easily annoyed or impatient with such as traffic jams, ignorant drivers, complaining, inappropriate text messages; the list goes on and on. It's normal for anyone to get angry with these things, but the feelings seem stronger for some men than others. For the extremely hot headed man, the littlest thing could make them fly off the handle. Some even enjoy having a bad temper; it makes them feel more masculine. Uncontrolled anger can even end a marriage, a career or may be deadly. Is your anger is out of control?
- **You can control anger:** Relieve stress by practicing deep breathing techniques, exercising, going for a walk, leaving the environment which caused the anger, close your eyes and count to 10 and picture yourself in a calm place. It is a common myth that acting in a rage by throwing things, for example can help rid the anger. *QueenAfi, communicating effectively and your approach is key factors in controlling your anger. He who doesn't have the emotional pain words has no emotional intelligence.* Being able to admit when someone has done you wrong or when you have done someone wrong. Example, pick a word, (a) overwhelmed, (b) bitter, (c) devastated, (d) abandoned. Start your sentence with "I feel or I felt" and include your emotional pain word at 3 times.
- **Health Issues:** There has been evidence that confirms anger can diminish your health. Anger is more than just an emotion; it is actually psychological as well as physiological.

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# Bonus Question that men/boys don't understand "Why Men Cheat"

- By nature men have billions of sperms waiting to be released on a consistent bases. By nature men are made to produce in multiplies at a time and aren't necessarily thinking about the act of cheating or the emotional connection leading back to hurting their partner but rather the biological pressure of the penis to release sperm (QueenAfi, 2015).
- From a Darwinism standpoint, men have a higher tendency to cheat due to their sexual nature and reproductive desires. In ancient times, a tribal society existed in which cavemen acted very much like gorillas as they hunted and gathered with women. Marriage didn't exist in these times therefore, men were free to do as they please. It was a competition for cavemen to obtain the most attractive cavewoman possible, pass on their genes, and satisfy their sex drive. Going further, the more sexual relationships a man partakes in, the more likely his genes will pass on when he's gone. Men are capable of over 1,000 children in their lifetime while women are only prone to a maximum of 25 pregnancies. It's not that men consciously think about having an infinite amount of children. They are just biologically programmed to be sexual creatures, which does ultimately lead to babies. Of course as time progressed, the competition and actions of caveman were less intense however, we all still have a biological tie to our beginnings (www.psych2go.net).
- Psychologists state that men are driven to cheat mainly for sexual intentions while women cheat due to emotional neglect and emotional intimacy. The percentage of cheating women is rising in modern society as women have more economical power to travel and remain anonymous; they have become less dependent on their husbands which allows them for more freedom. ([www.psych2go.net](http://www.psych2go.net)).

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# Conclusion In Part:

- In conclusion we have found that men some have been raised not to show emotions, some men have been abused and they feel the need to suppress their emotions, and we found that men feel weak if they show emotions. How do we counter to act these seniors that have been taught is it genetic? Now, when it comes to talking about feelings, the culprit is the Corpus Callosum, the part of the brain which connects the left and right brain hemisphere. Let's not go into the scientific stuff here – but the gist is that this part of the brain is larger in women than men. The result is that women can think and feel at the same time – while men naturally separate their feelings from what they are thinking. This creates their reluctance to talk about all that mushy stuff that women love to hash out. It is suggested that women's greater sensitivity to emotional, non verbal communication, even their intuition, comes from the greater connectivity in their minds. A man is more purpose orientated. Emotions are kept on the right side of his brain, which, being less connected to the left, mean that he can, less easily, express emotions.
- Clearly, biological effects are not the whole story, for men are expected to be relatively unemotional (Sterling, 1992). Here is why we must educate children because, clearly the social experience of a young baby is limited, but even then it is interacting, soaking up experience like a sponge. In an astonishingly short time it becomes proficient in a complicated, not entirely logical language. Even before an infant begins to talk, it understands sentences containing quite complex sequences. Challenging the young mind of boys to men giving the nature and nurture needed to create a balance between the right and left hemisphere in order to connect feeling's to words and verbalize feeling's through heathy dinner table conversation (QueenAfi, 2011).

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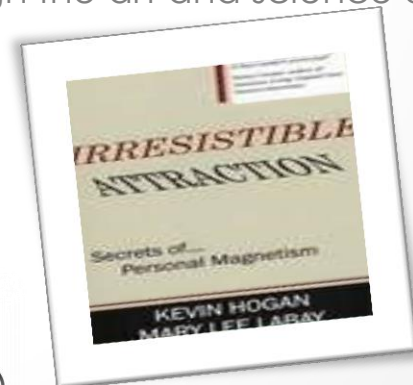
# Treatment for Helping Men

- QueenAfi's Tips Don't Call it Psychotherapy:
- **Making help meaningful for men:** Psychologists working with men are developing a repertoire of techniques to overcome the gender roles that prevent some men from effectively engaging in therapy.
- **First and foremost, do not stereotype:** Resist the urge to label and instead spend time talking and understanding indicators of his feelings and emotions, and how much he follows these roles.
- **Be an ear:** Silent and listen are spelled the same be patient in listening to a man express his feelings and don't JUDGE and or CRITIZE instead BE ENCOURAGER. Give sound advice or none at all.
- **Be patient:** Men may take extra time and coaching to sort out their full range of feelings. Getting impatient & calling men broke and busted doesn't imply that you are patient, in fact it put the man on defense, and at that point, he's not inclined to share anything with you.
- **Help men learn about their emotions:** By encouraging him to express and not suppress. By not arguing but learning to communicate effectively; agree to disagree but we still love each other. Example, men if a woman and or family member is saying or doing something to hurt you then you need to reevaluate that relationship not get angry to the point you want to harm yourself and or your loved ones.



# Suggested Book For Men

- Book Overview:
- Behind even the simplest of everyday interactions are hidden mechanisms, determining whether one person will like, trust or remember another. This book teaches you simple techniques for using these laws to your advantage. While many of them take only seconds to learn, they can have a powerful impact on your relationships—relationships that form the very substance of our everyday reality.
- More than money, status or success, great relationships can lead to lasting happiness. Whether you want love, friendship or social success, this book will help you learn to use the immutable laws of human attraction to get what you desire.
- Use body language to make a great first impression. Know how to read the language of the eyes. Appear comfortable even when you aren't. Transition with ease among differing levels of intimacy. Use specific words and phrases to instantly change someone's mind. It's a fun, informative and revealing journey through the art and science of human connection—and it might just change your life!



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- LEVANT, R., F. (Psychologist) at Nova Southeastern University
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- Dennis Reidy, Ph.D., division of violence prevention, U.S. Centers for Disease Control and Prevention, Atlanta; Monica Haavisto Swahn, Ph.D., professor, epidemiology, Georgia State University School of Public Health, Atlanta; February 2016, Pediatrics
- (US Department of Health and Human Services Child Maltreatment Report 2001).

# DHS OPRMI Correspondence : Complaints | 2017 Complaints Received-Revised

JAN-17-2018  
1:06 PM

ATTACHMENT B  
FISCAL YEAR 2017

FY 2017  
10/1/2016-9/30/2017  
by Complaint Classification  
49 Received; 49 Closed

## 2017 Complaints Received-Revised

Related Allegations/Complaint	Complaint Classification	Allegations/Complaint - Location of Incident	Allegation Date	Closed Date	Disposition
<b>Case Management (4 Complaints)</b>					
33007	Case Management	Other	11-24-2016	11-29-2016	Unfounded
35059	Case Management	Latin American Youth Center, Hope's House, Scattered Sites	02-27-2017	02-28-2017	Unfounded
35091	Case Management		03-01-2017	02-16-2017	Unfounded
38585	Case Management	Coalition for the Homeless, Webster House, 4326 14th Street, NW	07-26-2017	10-25-2017	Unfounded
<b>Discrimination (1 Complaint)</b>					
38818	Discrimination	Calvary Women's Services, Calvary Women's Shelter, 1217 Good Hope Rd. SE	08-06-2017	08-10-2017	No Action Required
<b>Health and Environmental (15 Complaints)</b>					
32361	Health and Environmental	Community Partnership, DC General Family Shelter, 1900 Massachusetts Ave, SE	10-21-2016	11-29-2016	Unfounded
32424	Health and Environmental	House of Ruth, Madison, 651 10th Street, NE	10-26-2016	10-26-2016	Substantiated
32533	Health and Environmental	Community Partnership, DC General Family Shelter, 1900 Massachusetts Ave, SE	11-01-2016	10-28-2016	Substantiated
32622	Health and Environmental	Community Partnership, DC General Family Shelter, 1900 Massachusetts Ave, SE	11-04-2016	11-03-2016	Substantiated
34520	Health and Environmental	House of Ruth, Madison, 651 10th Street, NE	02-03-2017	02-08-2017	Unfounded
34687	Health and Environmental	House of Ruth, Madison, 651 10th Street, NE	02-10-2017	02-10-2017	Unfounded
36787	Health and Environmental	Catholic Charities, 801 Making Life Better Lane, SE	05-02-2017	05-03-2017	Duplicate
36793	Health and Environmental	Catholic Charities, 801 Making Life Better Lane, SE	05-02-2017	05-03-2017	Duplicate
36786	Health and Environmental	Catholic Charities, 801 Making Life Better Lane, SE	05-02-2017	05-03-2017	Substantiated
37621	Health and Environmental	Catholic Charities, 801 Making Life Better Lane, SE	06-12-2017	06-20-2017	Referred
37512	Health and Environmental	Community of Hope, 1413 Girard St. NW	06-06-2017	06-21-2017	Substantiated
38646	Health and Environmental	Catholic Charities, 1355-57 New York Avenue	07-28-2017	07-27-2017	No further action required.
38571	Health and Environmental	Patricia Handy Place for Women, 810 5th St NW, Washington, DC 20001	07-25-2017	07-24-2017	No further action required.
38641	Health and Environmental	Community Partnership, DC General Family Shelter, 1900 Massachusetts Ave, SE	07-27-2017	07-21-2017	No further action required, at this time.



Related Allegations/Complaint	Complaint Classification	Allegations/Complaint - Location of Incident	Allegation Date	Closed Date	Disposition
39257	Health and Environmental	Patricia Handy Place for Women, 810 5th St NW, Washington, DC 20001	08-26-2017	10-02-2017	No action is required.
<b>Housing (1 Complaint)</b>					
39037	Housing	Community Connections,Shelter Plus Care,Scattered sites	08-16-2017	07-31-2017	No further action required.
<b>Issues/Violations (23 Complaints)</b>					
33006	Issues/Violations	Other	11-24-2016	11-29-2016	Unfounded
33141	Issues/Violations	House of Ruth,Madison,651 10th Street,NE	12-02-2016	12-02-2016	Referred
33193	Issues/Violations	Patricia Handy Place for Women, 810 5th St NW, Washington, DC 20001	12-05-2016	12-27-2016	Unfounded
34249	Issues/Violations	Community Partnership,DC General Family Shelter,1900 Massachusetts Ave,SE	01-23-2017	06-05-2017	Unfounded
33895	Issues/Violations	House of Ruth,Madison,651 10th Street,NE	01-06-2017	05-02-2017	Unfounded
34261	Issues/Violations	Catholic Charities,801 Making Life Better Lane,SE	01-24-2017	04-04-2017	Unfounded
34577	Issues/Violations	Latin AmericanYouth Center,ELP,Scattered sites	02-07-2017	03-17-2017	Unsubstantiated
34801	Issues/Violations	Latin American Youth Center,Hope's House,Scattered Sites	02-15-2017	02-17-2017	Unfounded
34760	Issues/Violations	Latin American Youth Center,Hope's House,Scattered Sites	02-14-2017	02-14-2017	Unfounded
36271	Issues/Violations	Patricia Handy Place for Women, 810 5th St NW, Washington, DC 20001	04-11-2017	05-31-2017	No further action required.
36700	Issues/Violations	Catholic Charities,Harriett Tubman Center at DC General Hospital	04-28-2017	04-28-2017	Unfounded
37102	Issues/Violations	House of Ruth,Madison,651 10th Street,NE	05-16-2017	05-23-2017	No further action required.
36850	Issues/Violations	Catholic Charities,801 Making Life Better Lane,SE	05-05-2017	05-05-2017	Unfounded
37534	Issues/Violations	Catholic Charities,2210 Adams Place,NE	06-07-2017	05-30-2017	Unfounded
38563	Issues/Violations	House of Ruth,Madison,651 10th Street,NE	07-25-2017	08-31-2017	Unfounded
38638	Issues/Violations	Patricia Handy Place for Women, 810 5th St NW, Washington, DC 20001	07-27-2017	07-25-2017	No further action required.
38644	Issues/Violations	Community Partnership,DC General Family Shelter,1900 Massachusetts Ave,SE	07-27-2017	07-27-2017	No further action required.
38642	Issues/Violations	Jobs Have Priority,Naylor Road Shelter,2601-2603 Naylor Road,SE,Washington,DC	07-27-2017	07-26-2017	No further action required.
38572	Issues/Violations	Other	07-25-2017	07-24-2017	No further action required.
38815	Issues/Violations	Other	08-06-2017	08-09-2017	No further action required.
40107	Issues/Violations	Other	09-29-2017	09-27-2017	No further action required.
39726	Issues/Violations	Catholic Charities,Harriett Tubman Center at DC General Hospital	09-16-2017	09-22-2017	Referred
40112	Issues/Violations	Patricia Handy Place for Women, 810 5th St NW, Washington, DC 20001	09-29-2017	10-31-2017	No further action required.
<b>Maintenance (3 Complaints)</b>					

Related Allegations/Complaint	Complaint Classification	Allegations/Complaint - Location of Incident	Allegation Date	Closed Date	Disposition
31997	Maintenance	Catholic Charities, Harriett Tubman Center at DC General Hospital	10-03-2016	11-29-2016	No Action Taken
33954	Maintenance	Transitional Housing Corporation, Partner Arms 3-37th Street, 342 37th Street, SE	01-09-2017	01-10-2017	Substantiated
39265	Maintenance	Other	08-26-2017	08-25-2017	No further action required.
<b>Program Rules (2 Complaints)</b>					
36298	Program Rules	Patricia Handy Place for Women, 810 5th St NW, Washington, DC 20001	04-12-2017	04-20-2017	No further action required.
38643	Program Rules	Other	07-27-2017	07-13-2017	No further action required.



# DHS OPRMI Correspondence : Complaints | 2018 Complaints Received

JAN-17-2018 1:02 PM

ATTACHMENT C  
FISCAL YEAR 2018

FY 2018  
10-/1/2017-January 17, 2018  
By Complaint Classification  
13 Received; 13 Closed

## 2018 Complaints Received

Related Allegations/Complaint	Complaint Classification	Allegation Date	Allegations/Complaint - Location of Incident	Closed Date	Disposition
<b>No action is required. (1 Complaint)</b>					
40834	Case Management	10-27-2017		10-11-2017	No action is required.
<b>No Action Required (2 Complaints)</b>					
41904	Issues/Violations	12-06-2017	Catholic Charities,1355-57 New York Avenue	12-29-2017	No Action Required
42077	Health and Environmental	12-12-2017	Catholic Charities,Harriett Tubman Center at DC General Hospital	12-22-2017	No Action Required
<b>No Action Taken (1 Complaint)</b>					
40437	Issues/Violations	10-11-2017	Catholic Charities,Harriett Tubman Center at DC General Hospital	11-03-2017	No Action Taken
<b>No further action required, at this time. (1 Complaint)</b>					
41726	Health and Environmental	11-29-2017	Community Partnership,DC General Family Shelter,1900 Massachusetts Ave,SE	11-27-2017	No further action required, at this time.
<b>No further action required. (6 Complaints)</b>					
40832	Case Management	10-27-2017		10-11-2017	No further action required.
40254	Health and Environmental	10-04-2017	N Street Village,PSH 1107 11th Street NW	10-17-2017	No further action required.
40909	Program Rules	10-31-2017	Catholic Charities,Harriett Tubman Center at DC General Hospital	11-08-2017	No further action required.
40918	Health and Environmental	10-31-2017	House of Ruth,Madison,651 10th Street,NE	10-26-2017	No further action required.
40925	Health and Environmental	10-31-2017	Catholic Charities,1355-57 New York Avenue	10-30-2017	No further action required.
40926	Issues/Violations	10-31-2017	Patricia Handy Place for Women, 810 5th St NW, Washington, DC 20001	11-03-2017	No further action required.
<b>Unfounded (2 Complaints)</b>					
40255	Issues/Violations	10-04-2017	Catholic Charities,801 Making Life Better Lane,SE	10-10-2017	Unfounded
42589	Issues/Violations	01-03-2018	House of Ruth,Madison,651 10th Street,NE	01-02-2018	Unfounded

## Engagement Activities of TANF Customers Served by TEP Providers (FY17 ~ FY18-Q1)

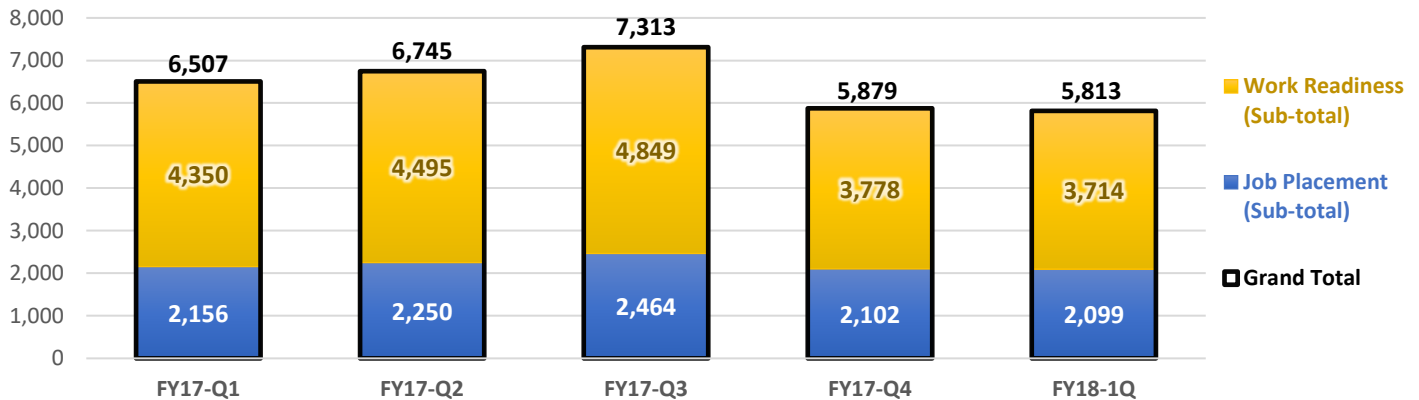
Data Source: CATCH and OPM bonus payment data, compiled by ESA ODAR, 2/20/18

Note: Data for FY18-Q1 herein includes only October and November 2017 and will be updated including December data, by 2/28/17

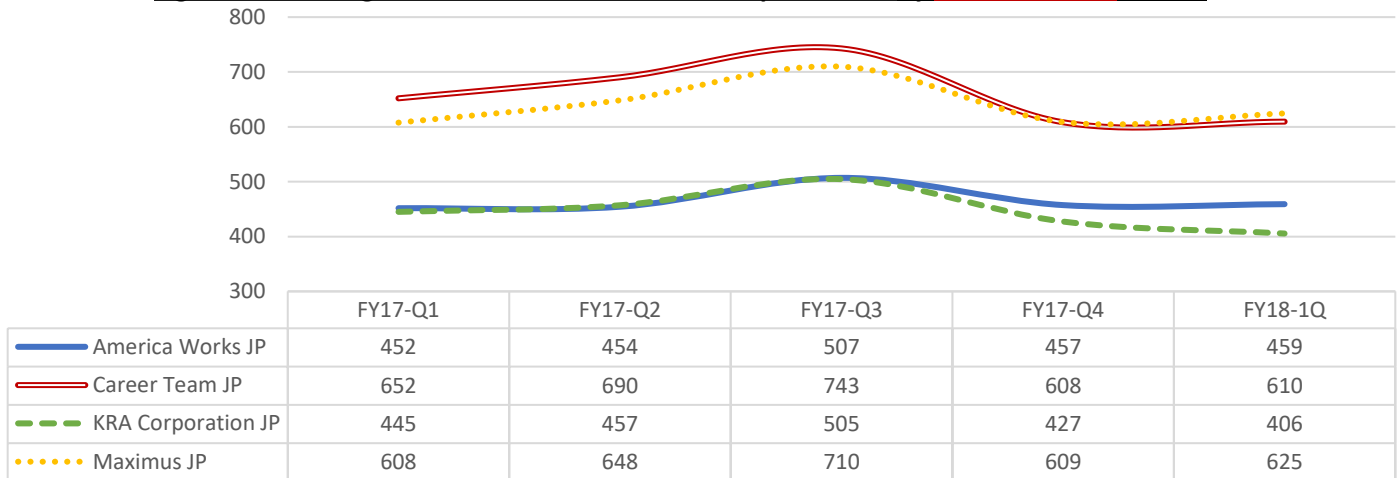
### 1. Customers Served by TEP Vendors

[Source - CATCH] Average number of all customers served by respective vendor at least for one day during month.

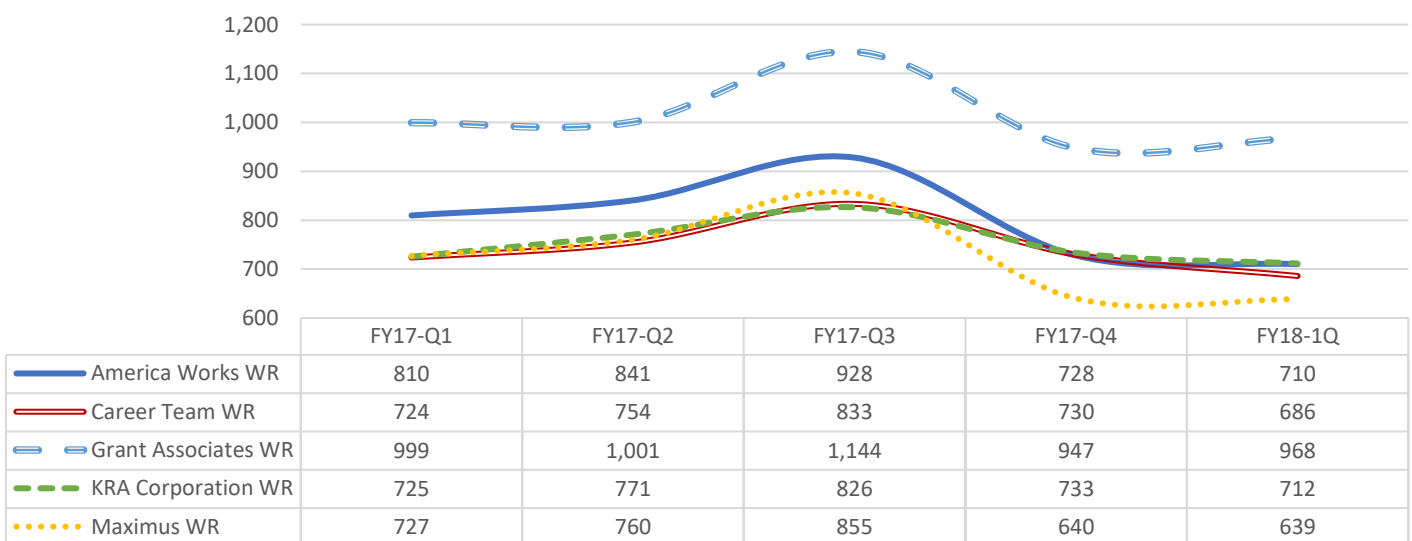
**Figure 1-a. Average Number of Customers Served per Month by TEP Providers**



**Figure 1-a. Average Number of Customers Served per Month by Job Placement Vendor**



**Figure 1-b. Average Number of Customers Served per Month by Work Readiness Vendor**

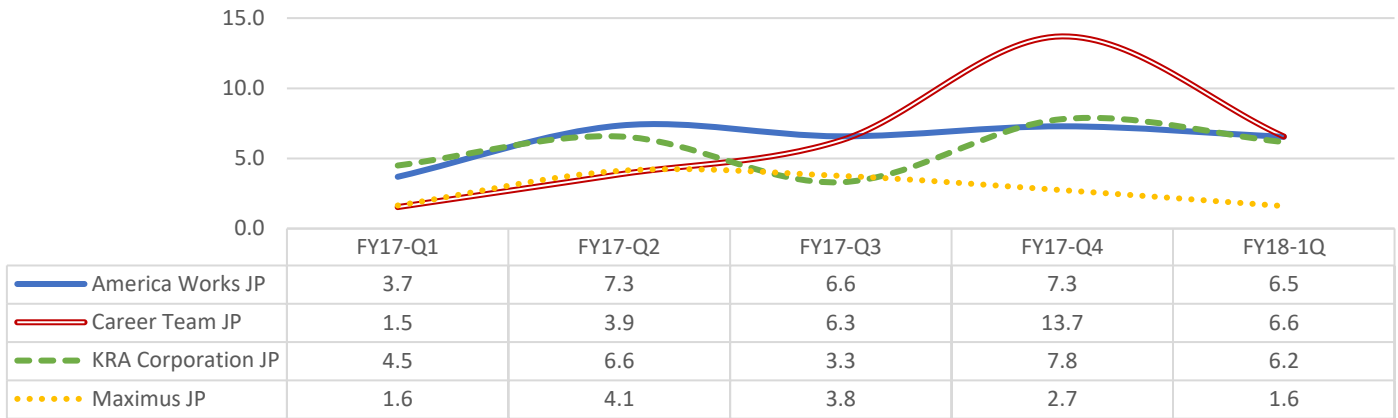


## Engagement Activities of Customers Served by TEP Providers (02-21-18 Draft)

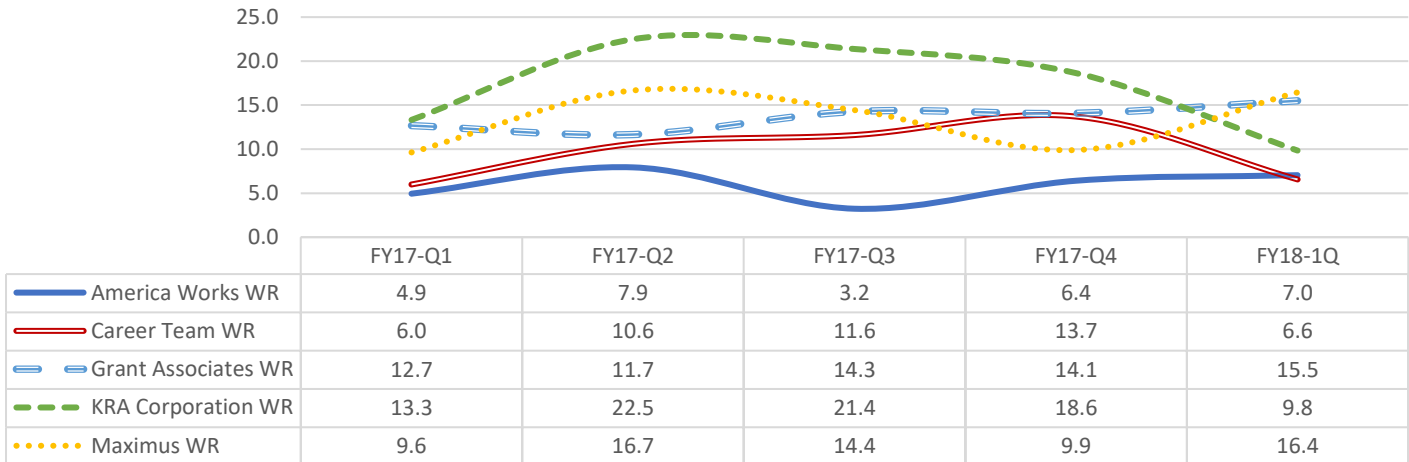
### 2. Education/Training Enrollment Rate (per 1,000 Customers)

[Source - CATCH] This is the number of new enrollment activities in education or training programs reported and entered in CATCH per 1,000 customers served by respective provider. This is counted upon enrollment and does not consider retention or completion of the program.

**Figure 2-a. Education/Training Enrollment Rate per 1,000 Customers Served by Job Placement Vendors**



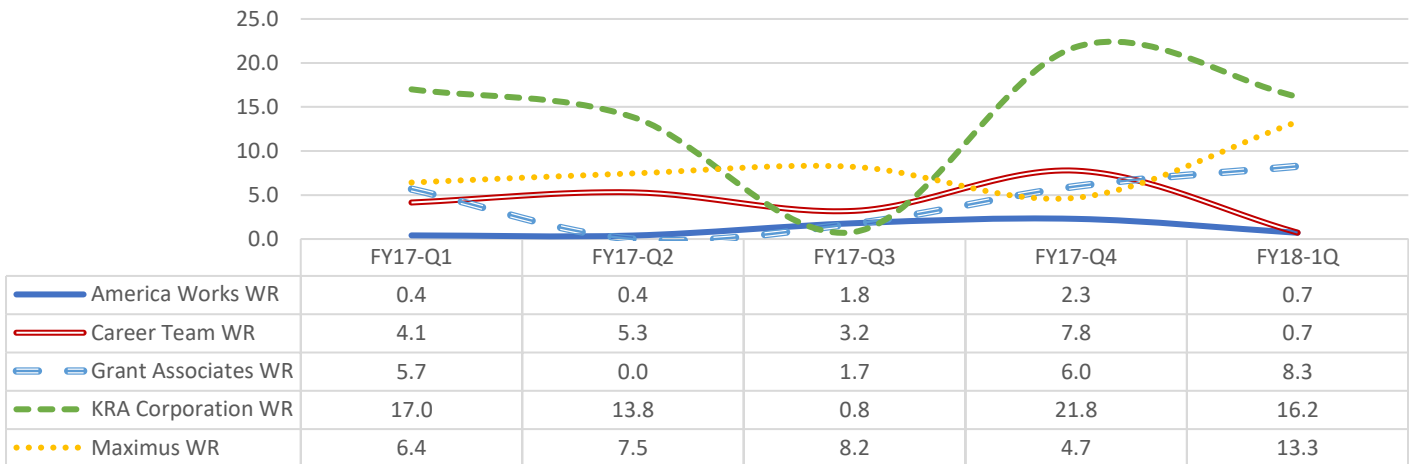
**Figure 2-b. Education/Training Enrollment Rate per 1,000 Customers Served by Work Readiness Vendors**



### 3. Education/Training Completion Rate (per 1,000 Customers)

[Source - OPM] This is the number of customers who completed education or training programs and verified their completion by OPM, calculated per 1,000 customers served by respective provider. This is measured upon completion of the program regardless of when it started. This data is available for customers served by Work Readiness vendors only.

**Figure 3. Education/Training Completion Rate per 1,000 Customers Served by Work Readiness Vendors**



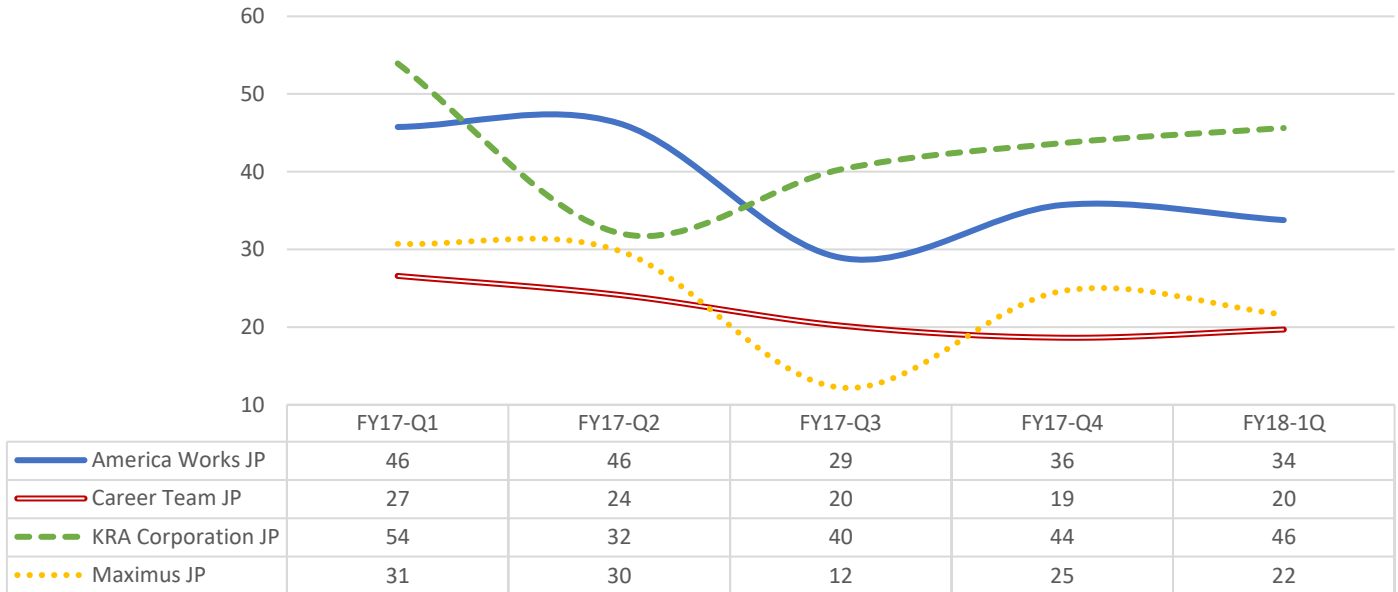


## Engagement Activities of Customers Served by TEP Providers (02-21-18 Draft)

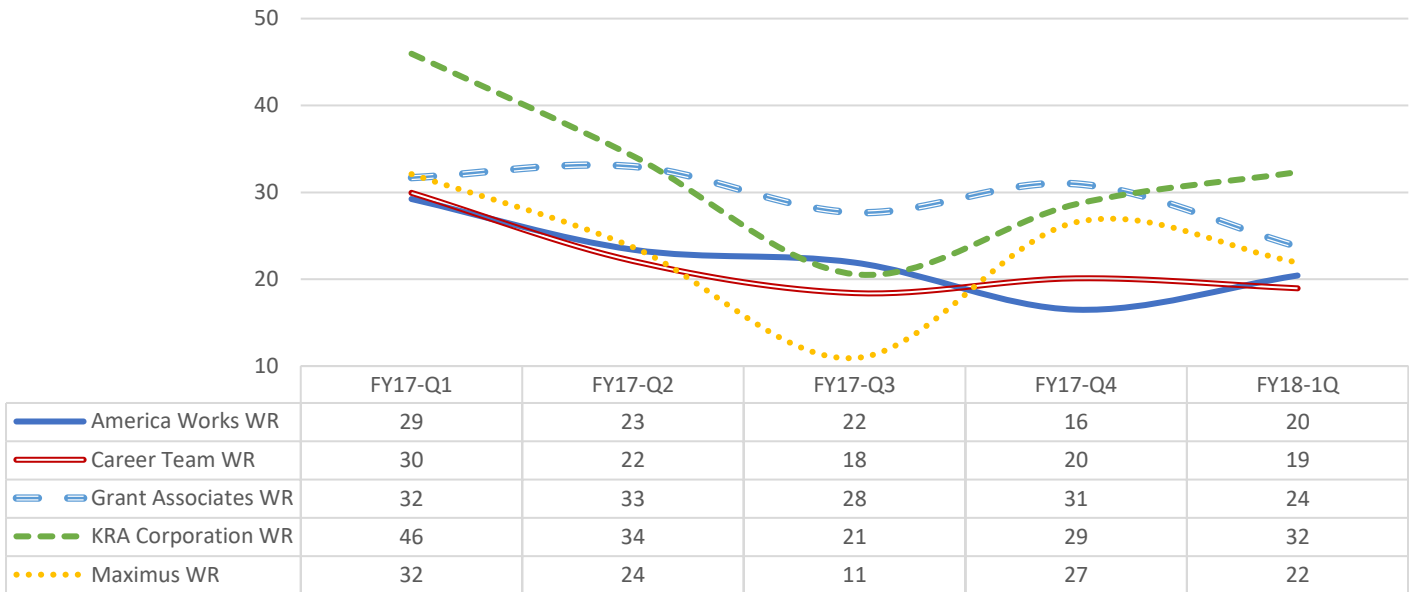
### 4. New Employment Rate (per 1,000 Customers)

[Source - CATCH] This is the number of new employment placements reported and entered in CATCH per 1,000 customers served by respective provider. This is counted upon employment and does not consider employment retention and every employment, regardless of whether it is full time, part time, or temporary, is considered to be one employment.

**Figure 4-a. New Employment Rate per 1,000 Customers Served by Job Placement Vendors**



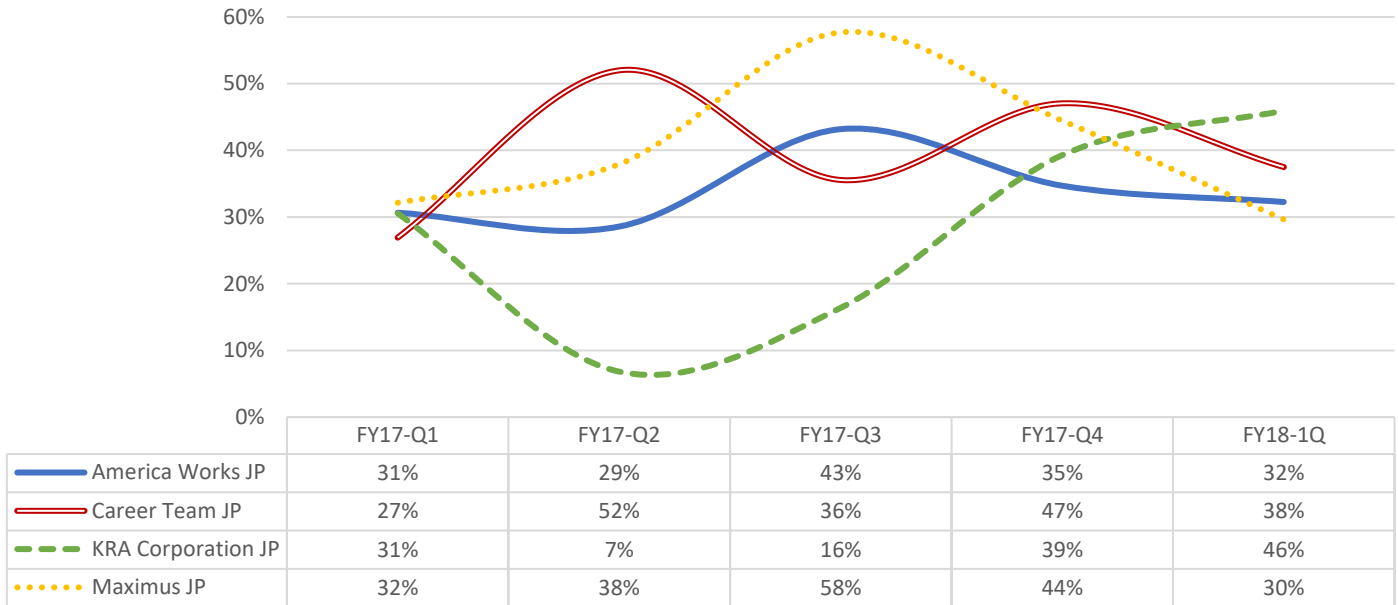
**Figure 4-b. New Employment Rate per 1,000 Customers Served by Work Readiness Vendors**



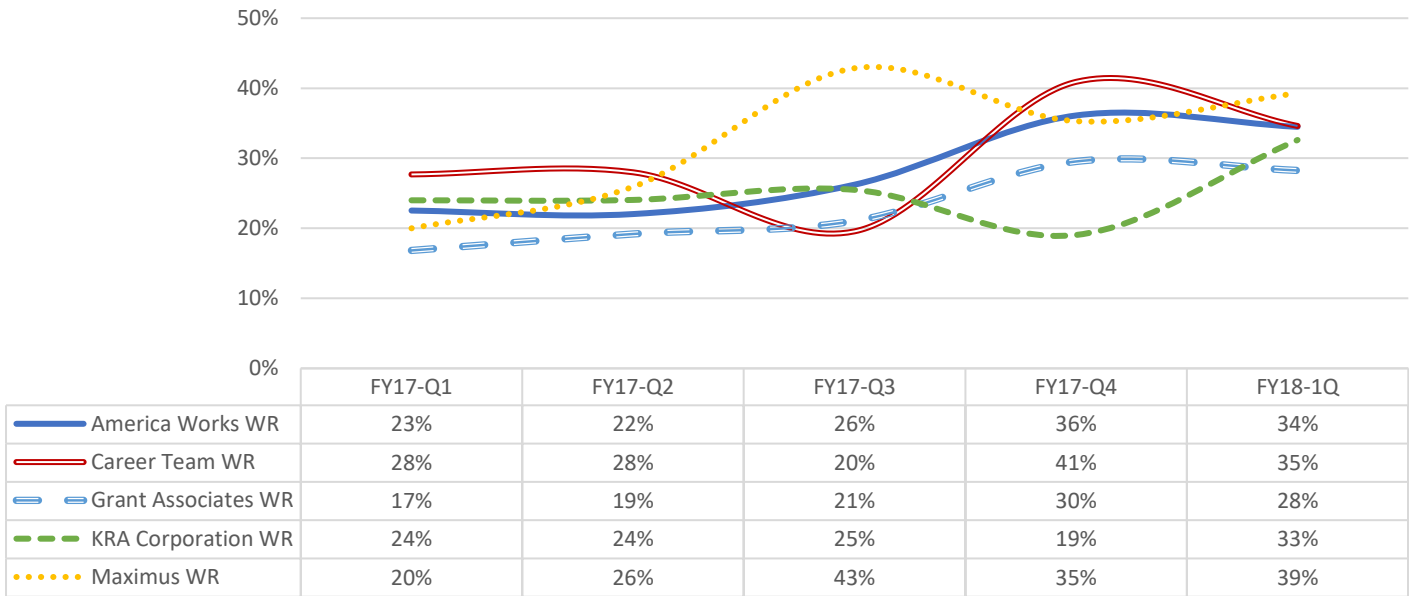
## 5. Percent of Customers Earning Above Living Wage

[Source - CATCH] This is the percentage of customers with their hourly wage at or above the District's living wage at the time of employment upon getting a new employment. This does not measure the wage of any existing employments, nor any increase of wage during employment.

**Figure 5-a. Percent of Customers Earning Above Living Wage upon Employment, by Job Placement Vendor**



**Figure 5-b. Percent of Customers Earning Above Living Wage upon Employment, by Work Readiness Vendor**

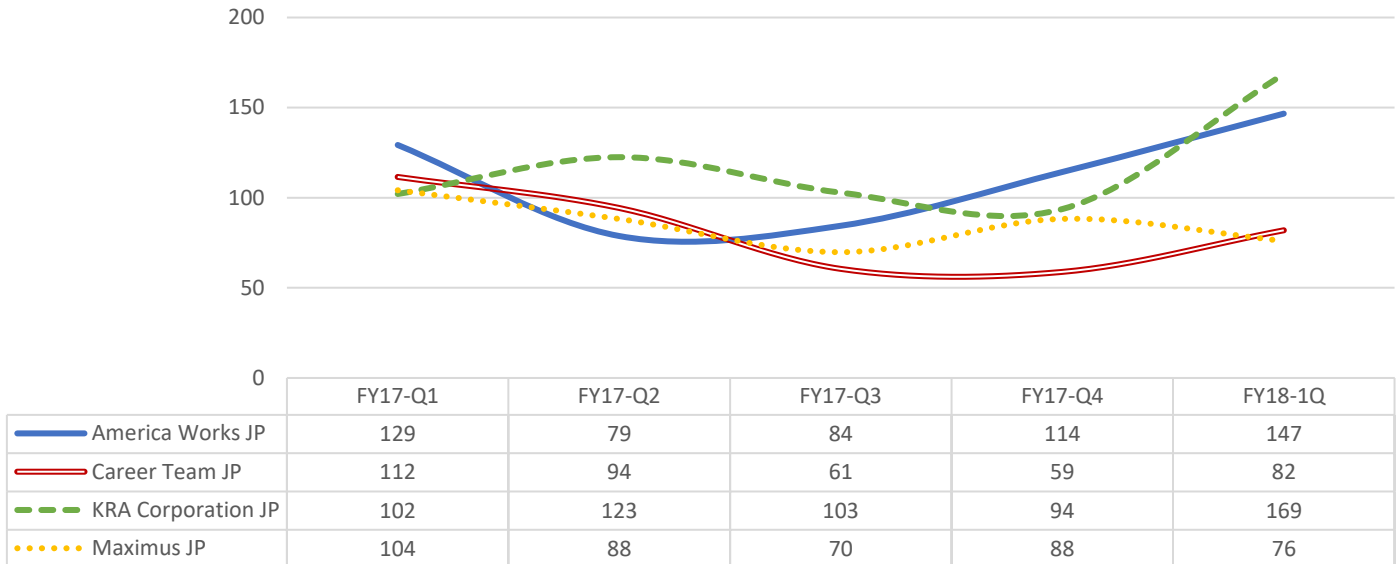


## Engagement Activities of Customers Served by TEP Providers (02-21-18 Draft)

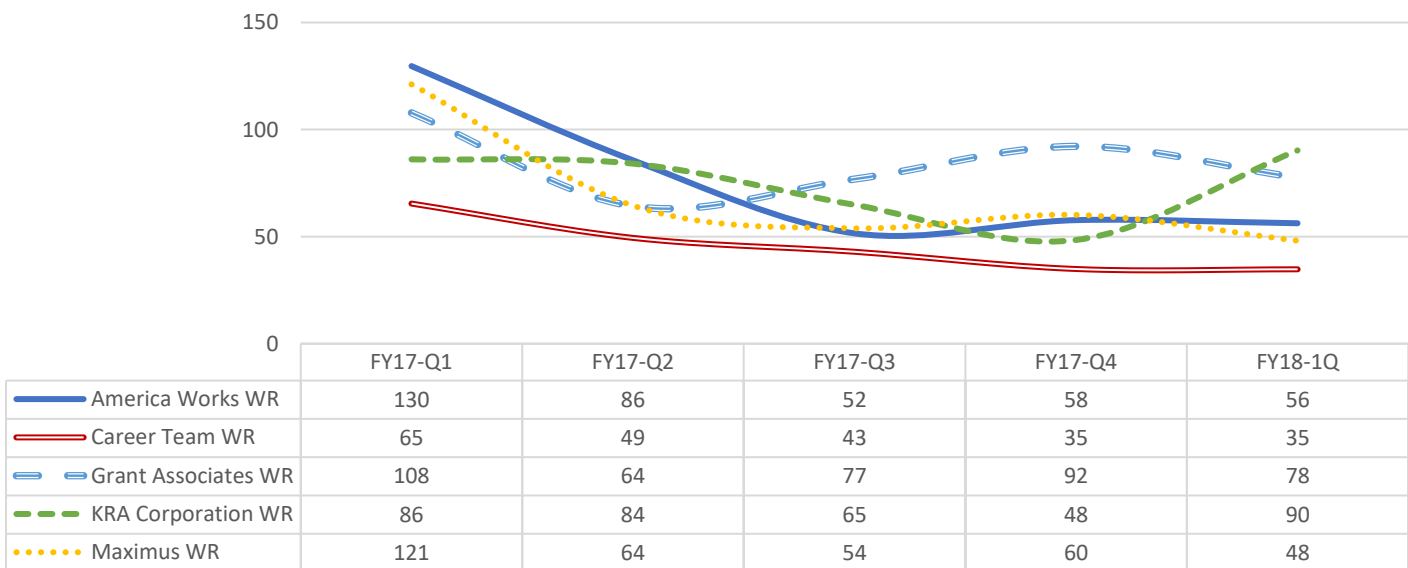
### 6. Employment Retention Rate (per 1,000 Customers)

[Source - OPM] This is the number of customers who retained their employment for the respective month since the latest employment, verified by OPM, calculated per 1,000 customers served by respective provider. Job retention is continuation of employment from one month up to six months from the employment start date and doesn't consider those who may continue to retain the job for more than 6 months.

**Figure 6-a. Employment Retention Rate per 1,000 Customers Served by Job Placement Vendors**



**Figure 6-b. . Employment Retention Rate per 1,000 Customers Served by Work Readiness Vendors**

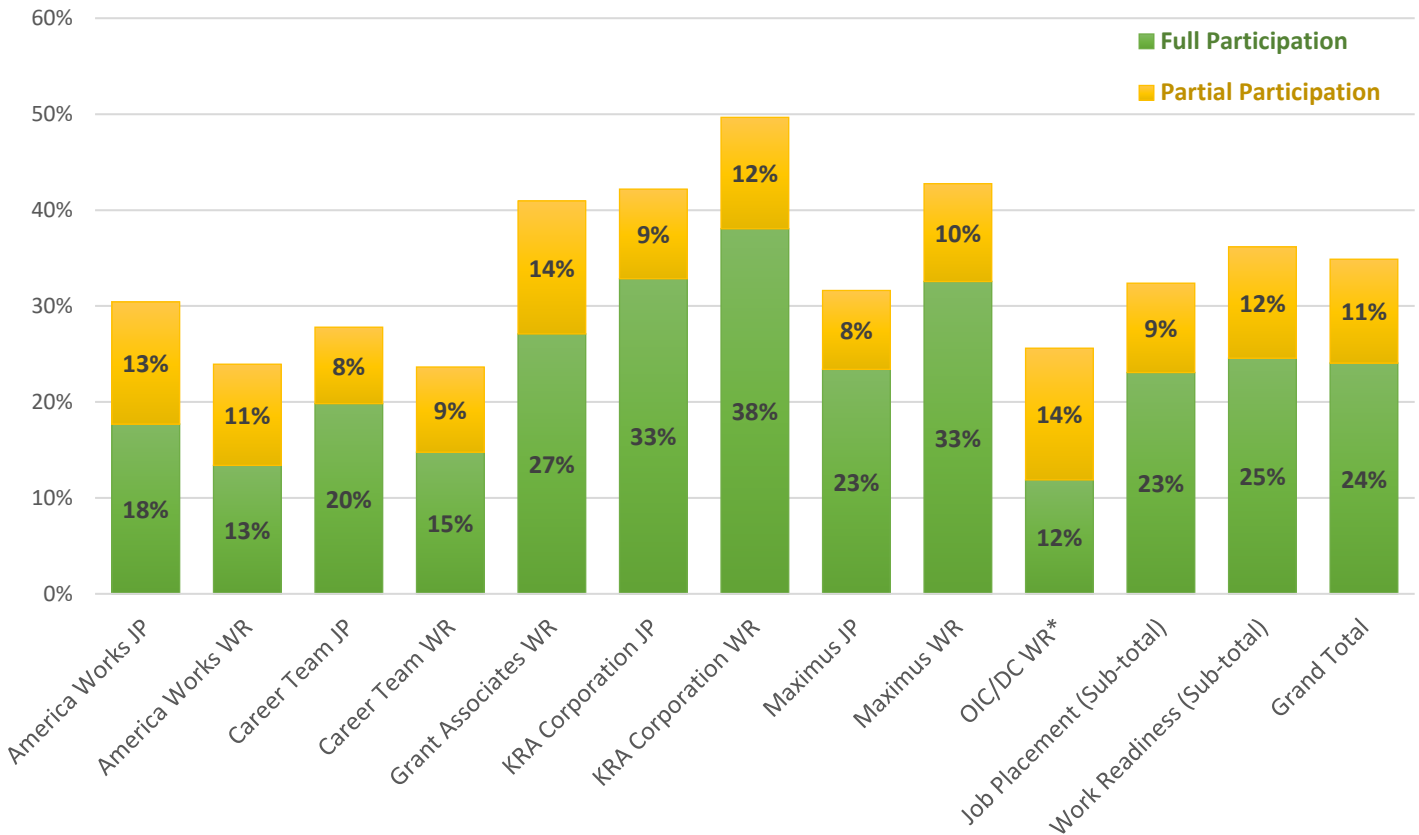


## Engagement Activities of Customers Served by TEP Providers (02-21-18 Draft)

### 7. Percent of Customers Participating by Provider (FY17)

[Source - CATCH] The level of participation (full or partial) for each customer has been determined based on the number of approved work related activity hours against each customer's required work hours. If a client met the required weekly hours consecutively for the respective month, the client is considered to be fully participating for the month. If a client has at least one record of approved activity hours but the total approved hours did not reach the required hours during the month, the client is considered to be partially participating. The number of customers in each category has been divided by the total number of customers served by each provider for the respective month in order to calculate the percentage of customers participating fully or partially as presented below.

**Figure 7. Percent of Customers Meeting Required Hours Fully or Partially, by TEP Provider**



\* Effective July 2017, OIC/DC WR is no longer active vendor serving TANF customers and its data above is from the first 9 months in FY17.

TANF Employment Program (TEP)		
Description of program	Target populations	Work-eligible TANF recipients are required to engage in 20, 30, or 35 hours of education, training, or employment related activities per week depending upon household composition (age of youngest child).
	Program length	Work-eligible recipients can receive service as long as they are a the legal guardian/parent of a minor child.
	Educational or other eligibility requirements	No additional requirements other than meeting income limits.
	List the services provided and the deliverer of each service (i.e. whether the agency or providers deliver the service)	<p>The TANF Employment Program (TEP) Human Care Agreement and Task Order (HCA/TO) structure contains a three-part compensation structure:</p> <p>1. Base Compensation (What the agency procures): This pays for the required staff compliment each Service Provider must maintain based on caseload sizes (increments of 150). The agency 'pays' for case management/coaching services, and requires Service Providers to engage Customers in Labor and Education-funded training programs, and navigate and support their successful completion of education and employment outcomes.</p> <p>2. Customer Reimbursement: Reimbursing Service Providers for issuing Customer incentives (Education and employment bonuses, stipends, etc.)</p> <p>3. Provider Compensation: Bonuses issued to Service Providers only when Customer-related participation, education and employment outcomes are achieved.</p> <p>DHS procures Service Providers through performance-based Human Care Agreements/Task Orders (HCA/TO).</p>
	Other descriptive information (optional)	(text)
Funding sources and program costs	Total funding and funding amount by revenue type (federal, local, or special purpose)	\$6,908,786
	Funding amounts by federal grant name	TANF
	Funding vehicle type for providers (e.g. grants or Human Care Agreements)	Human Care Agreements /Task Orders (HCA/TO)
	Portion of total funding used for wage subsidies, if applicable	N/A
	Average cost per participant	Not relevant
List of sectors and occupations of occupational training, where applicable		N/A
Total number of participants		See Supplemental Information
Breakdown (%) of total participants	by race	98% african American
	by gender	92% Female
Performance metrics: Goals and outcomes	Rate of placement in employment	See Supplemental Information
	Rate of retention in employment	
	Median or average earnings	
	Credential attainment rate	
	Completion rate	
List additional performance metrics the program uses (Col. C), the numerical target/goal that the program set in FY17 (Col. D), and the results of the program in FY17 (Col. E)		
Provide any additional information to provide context for performance outcomes (optional)		

PROVIDER INFORMATION				
	Name	America Works (Work Readiness)	America Works (Job Placement)	Maximus Human Services (Work Readiness)
	List of names of courses of training, where applicable	N/A	N/A	N/A
	Total participants			
	Participants per course of training	N/A	N/A	N/A
	List the services offered for each course of training	N/A	N/A	N/A
	List of sectors and occupations of occupational training, if applicable	N/A	N/A	N/A
	Total funding (from District agencies)	\$ 2,388,620.00	\$ 733,143.00	\$ 2,467,225.00
	Funding information Funding (from District agencies) for each course of training, if applicable	N/A	N/A	N/A
	Initial educational functioning level of program participants, if available	N/A	N/A	N/A
	Rate of placement in employment			
	Rate of retention in employment			
	Median or average earnings			
	Credential attainment rate			
	Completion rate			
List any additional performance metrics the program uses (Col. B), the numerical target/goal that the program set in FY17 (Col. C), and the results of the program in FY17 (Cols. D-G+)	(text--metrics)	(# or % for numerical goals)		
Additional information to provide context for performance outcomes (optional)				